

Sales Management

THE MAGAZINE OF MARKETING

UNIVERSITY
OF MICHIGAN

AUG 22 1952

BUSINESS ADMINISTRATION
LIBRARY

ANHATTAN TERR. Percentage
edge material, handling equip-
Preferred but not essential
WRITE GIVING EXPERIENCE
HE HOWE SCALE CO.
6 Ninth Ave. N.Y. 11, N.Y.

SALESMAN

A store has opening for a respon-
sible custom made slipcover sales-
person in this line not essential
applicant must have background
in customer's homes. Bonuses
Car necessary. Good earnings, sal-
commissions, P. M.'s & car allowance
ment. Give all details in 1st letter
by confidential. **22824 Times.**

SALESMEN

FOR NEW FOOD PLAN
SWEEPING THE COUNTRY
One of New York's leading appliance com-
panies has openings for experienced men—some
trainees, too. High commissions paid. Ap-
ply to: Friendly Frost, 83-11 Rockaway
Bvd., Ozone Park, Queens. Ask for Mr.
Kare.

SALESMAN

to painters, decorators, furniture
shops. Exclusive territory. Je-
Montauk representing old estab-
lished & lacquer manufacturer
complaint against commission. **22893 Times.**

SALES ENGINEER

A known manufacturer of indus-
trial conditioning chemicals and
is opening for a sales engineer
or representative in the New
York area. Liberal commissions and
able aggressiveness made to de-
sirable. **22893 Times.**

Man who can sell. Man who wants to
learn to sell. Residents of New York and
60-mile radius to train for high income
bracket. Research service by appointment
only on large draw vs earned commis-
sion. Exceptional income possibilities for
man with good intentions. We number
among our best a botanist, dentist, sales-
men of tangibles and intangibles as well
as recent college graduates. Examples of
actual earnings for one week's work:

RC \$305 AJV \$291
JJ \$278 RBS \$212
If you measure up to high individual
standards, regardless of past ex-
perience, we want to talk to you.
228 Park Ave., N.Y., Rm 804

AN UNUSUAL NEW LINE

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Convention Plans
 Motion Pictures
 Meetings Packages
 Television Commercials
 Demonstration Devices
 Screen Advertising
 Skits
 Animated Cartoons
 Training Manuals
 Slidefilms
 Pictorial Booklets
 Transparencies
 Slides
 Film Distribution
 Turnover Charts
 Meeting Guides
 Tape Recordings
 Disc Recordings
 Promotion Pieces
 Poster Charts
 Banners
 Training Devices
 Quiz Materials
 Speech Coaching
 Pageants
 Stage Presentations
 Portable Stagettes
 Meeting Equipment
 Projection Service
 Film Productions in Color
 Field Surveys
 Convention Supervision

One-Stop Service

Offices →

HOW TO

serve the MEAT of your MEETING

Do you want to inject pleasant flavor into business facts so that they become personal—appealing—remembered—and action-inducing? In that way, the success of your sales or training meetings can be insured.

You can add these values to your meeting—regardless of its size or scope—by using the counsel and skilled technical help of men who know, from long and varied experience, how to give double-barreled impact to factual information. You can take the guesswork out of your meetings.

It's easy to get all this help. Just write or call the nearest office and say you'd like to discuss it. There is a One-Stop Service to help with all, or any part of your meeting plans and the production of all the necessary materials.

The JAM HANDY
Organization

NEW YORK 19 • WASHINGTON 6 • DAYTON 2 • DETROIT 11 • PITTSBURGH 22 • CHICAGO 1 • LOS ANGELES 20
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and 42 of every 100 families who read a New York
evening newspaper choose the home-going Journal-American



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For greatest family coverage in America's greatest family market, place your sales message in the home-going Journal-American.

Journal American NEW YORK
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

A HEARST NEWSPAPER

These facts show
how N.E.D. is delivering
more for your money

Advertising in N. E. D.
has grown steadily.

Production of inquiries
has exceeded the growth
in advertising.

The most important reason why advertisers use New Equipment Digest is to produce responses from readers—so there is real significance in N.E.D.'s steadily climbing record of advertising carried. It proves that N.E.D. is doing its job... producing the results expected.

And if further proof is needed—the volume of inquiries produced by N.E.D. has grown faster than the volume of advertising! Today N.E.D. is delivering more for each advertising dollar invested than ever before in its history.

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- 66,400 COPIES (Total Distribution)
- 200,000 READERS
- in 40,209 PLANTS

A PENTON PUBLICATION 



Sales Management

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Of Advertising Dollar

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1 They know that Thomas Register produces important direct sales leads... and plenty of them.

2 They know that Thomas Register is the accepted source-of-supply for American Industry and government procurement offices...they receive top-quality sales leads regularly.

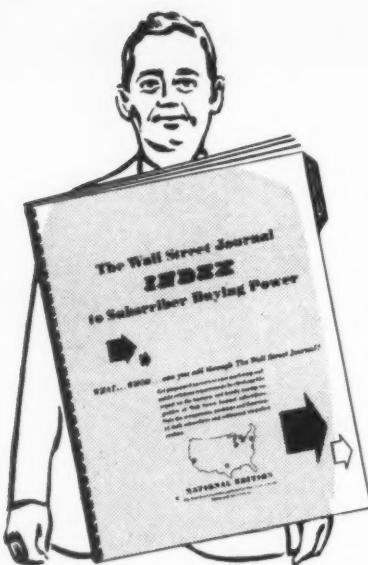
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4 Of the more than 9,500 Thomas Register advertisers, over 2,000 use no other media of any kind...these exclusive 2,000 live and grow from sales produced thru Thomas Register.



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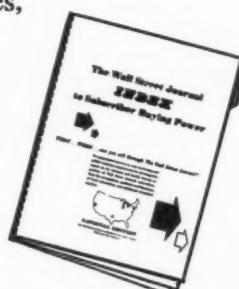
AGES
 BROKERAGE Accounts
 BUSINESSES, Kinds of
 CASH & CHECKING ACCOUNTS, Family
 CHARGE ACCOUNTS
 CHARITABLE CONTRIBUTIONS
 CORPORATE OFFICERS
 DIRECTORS, Boards of
 ENTERTAINING, Business
 FUNCTIONS
 HOME OWNERSHIP—Permanent, Summer, Other
 HOME READERSHIP
 INCOME, Family
 LIFE INSURANCE, Company
 MANUFACTURERS and PROCESSORS
 MORTGAGES, Family Holdings
 NET WORTH, Personal
 OCCUPATIONS
 OFFICE READERSHIP
 PENSION PLANS—Employees, Executives
 POSITIONS
 PURCHASERS OF:
 Advertising
 Air Conditioning
 Bank Services
 Building Materials
 Chemicals
 Coal & Fuels
 Cotton
 Electrical Controls & Motors
 Electronic Components
 Engineering & Construction
 Food Products
 Glass
 Grain
 Industrial Lubricants
 Insurance
 Iron & Steel
 Materials Handling Equipment
 New Products Development
 Non-Ferrous Metals
 READERS, Additional
 REAL ESTATE, Family Holdings
 RENTALS, Home
 RETAILERS
 RETAIL LINES, Purchasers of
 SAVINGS BANK DEPOSITS, Family
 SAVINGS & LOAN ASSN. SHARES, Family Holdings
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 WHOLESALERS
 WHOLESALE LINES, Purchasers of

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Now, the coast to coast Wall Street Journal audience is pictured for you in terms of buying ability and buying responsibilities, *product by product.*



Send for the INDEX today!

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Published at:

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CHICAGO
 12 E. Grand Ave.

DALLAS
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SAN FRANCISCO
 415 Bush St.



EXECUTIVE OFFICES, 386 Fourth Avenue,
 New York 16, N. Y. Lexington 2-1760

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 \$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT); editorial and production offices: The Essex, 13th and Filbert, Philadelphia 7, Pa.

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill
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SALES MANAGEMENT, with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to New York office. Entered as second class matter May 27, 1942 at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Copyright August 15, 1952 by Sales Management, Inc.

Member



August 15, 1952 Volume 69 No. 4

Wide Contacts in the Field

Selling requires contact . . . and the more people a salesman gets to know, the more valuable he becomes. In contacting large companies, the salesman must seek out and sell a lot of people before he gets the order. This takes time—costly time—a lot of which can be saved.

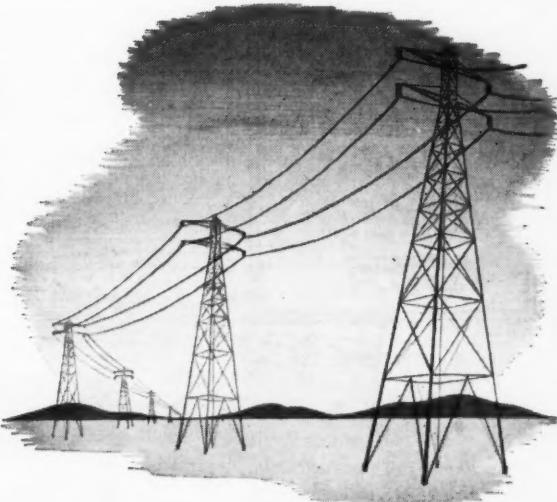
Business Publication Advertising can do the preliminary job of making contact, because business magazines *have* "wide contacts" in the fields they serve. They reach both the known and the unknown buying influences in places where your product can be used . . . and do it at pennies per call.

In other words, Business Magazine Advertising is to selling what good machines are to production. It's the high speed, low cost means of multiplying individual effort. That's why we call it "Mechanized Selling". It does the broad job of contacting . . . lets the salesman concentrate his time and skill on the important job of getting the order.

Ask your McGraw-Hill man for a copy of our 20-page booklet, "Mechanizing Your Sales with Business Paper Advertising". Also about our sound-slide film . . . "Mechanized Selling—Blueprint for Profits" which is available for showing at sales meetings.

HOW "MECHANIZED SELLING" INCREASED SALES IN SPITE OF NEW COMPETITION

A company producing equipment for the Electrical and Communications Industries doubled its production capacity during World War II. Following the war the number of competitors increased from 10 to 19. To keep its increased capacity going in face of new competition the company stepped up its business paper advertising; supplemented the campaign with house organ articles, catalog sheets and jobber material. The campaign, coordinated with selling efforts of salesmen and cooperation of jobbers, increased sales 28% and five competitive companies dropped out of the business.



McGRAW-HILL PUBLISHING COMPANY, INC.



330 WEST 42nd STREET, NEW YORK 36, N. Y.



HEADQUARTERS FOR BUSINESS INFORMATION





Facts about "national" sales trends are a dime a dozen. They should sell for less. Take for instance packaged tea vs. tea bags. Tea bags are far outstripping packaged tea all over the country, say the trend keepers.

Now take a look at the comparative preference for these two product forms in a few cities from the 1952 Consolidated Consumer Analysis.

	% Fam. Using Packaged Tea	% Fam. Using Tea Bags
PORLAND, ME.	38.9%	85.8%
WASHINGTON, D. C.	48.9	83.9
ST. PAUL	58.9	67.2
MODESTO, CALIF.	65.4	62.6
OMAHA, NEBR.	69.5	68.4



This is only one of hundreds of instances where individual market conditions show little respect for "national" trends. Par for success is never the same in any two markets. Muscle-bound national advertising campaigns dedicated to the fixed idea are as wasteful as sales campaigns based on fuzzy trend analysis. Let us help you in St. Paul with consumer preference and distribution data.

St. Paul Dispatch
A RIDDER NEWSPAPER
Pioneer Press
RIDDER-JOHNS, INC. — REPRESENTATIVES
NEW YORK • CHICAGO • DETROIT

The Human Side

"Everybody Is A Salesman"

"The payoff to any program designed to bring added tourist dollars is not in the size of advertisements that are run—though they are important—but in the plain people who meet the tourist," believes William Barksdale, director of the Mississippi Agricultural and Industrial Board. This Board, by means of its Hospitality Program, has increased the size of annual tourist expenditures in the state to a point where travel income ranks immediately behind manufacturing and agriculture as a source of income for the state's people.

Heart of the Hospitality campaign is a series of Hospitality Clinics designed to help the plain people of the state mentioned by Barksdale to do a better job of selling tourists on longer stays in their localities. In charge of these clinics is Mrs. Jewell Burgess. She is fond of posing a question to motel and hotel owners, service station men, merchants, butchers, bakers and others who come in contact with pleasure travelers. "If," she asks, "every through traveler stopped an extra day in order to see some sight he didn't know existed, how much more money would you make in a year? If, liking your hospitality, he not only stayed longer but made another vacation trip next year, what would that mean to your volume?"

An average of 60 Hospitality Clinics are conducted every year. Their objective is to teach friendliness and courtesy, and show specific steps employees can take in the course of each day's work to bring about the desired result—an increase in tourist stays and spending.

Explaining the clinics, Mrs. Burgess says: "Practically every community has some attraction that could be of interest to the tourist. Probably the reason so many are overlooked is that the people who come into direct contact with the tourist are not familiar with the points of interest or aware of the importance of tourist business to their community and state."

A fundamental part of the Hospitality program has been to educate and train along these lines. The clinics attempt to impress the idea that tourists must be treated courteously, be given accurate informa-



THIS JEWELL Burgess is showing Mississippi folk how to sell tourists on their state. Here she pinpoints the finer nuances of smart tourist-baiting.

INDIANAPOLIS...THE HAPPY SELLING GROUND

GALLOPING! RETAIL SALES

SATURATION COVERAGE

EXPANDING INDUSTRY

HIGHER CONSUMER INCOMES



Hoosier Hank

- **RETAIL SALES UP 300%** since 1940 in this growing industrial market!
- **\$627,000,000** spent on retail goods alone last year!
- **MANUFACTURERS' PAYROLL UP** over 700% since 1940.
- **\$6,431** average effective buying income per family...
- **42%** above the national average ...

And this profit proven market is fully covered by Indiana's two largest daily newspapers, The Indianapolis Star and The Indianapolis News. The Star and The News not only give you saturation coverage of this rich metropolitan area, but an effective bonus coverage of the 44 surrounding counties . . . at the lowest possible cost.

Write for market data today, and get your share of nearly 2 billion dollars in spendable income!

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

THE INDIANAPOLIS STAR
YOUR FIRST TEAM FOR SALES IN INDIANA
THE INDIANAPOLIS NEWS

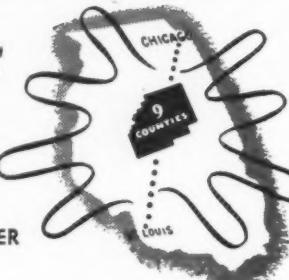


SELL ILLINOIS'

7 th LARGEST MARKET
(CHICAGO EXCLUDED)

BLOOMINGTON
and the Great
PLUS MARKET

ILLINOIS'
2nd
LARGEST
EVENING
NEWSPAPER

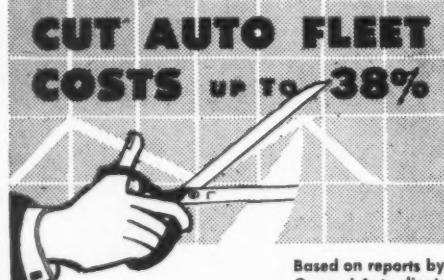


(CHICAGO EXCLUDED)

The Pantagraph
BLOOMINGTON, ILLINOIS
Central Illinois' Home Newspaper Since 1840

Represented by Gilman, Nicoll & Ruthman

CUT AUTO FLEET COSTS up to 38%



Based on reports by General Auto clients

COMPARE YOUR COSTS WITH GENERAL AUTO

INCLUDES GAS & OIL **4 1/2¢**
Low as **4 1/2¢** MILE

MONTHLY RENTAL PLANS Low as **\$55** PER CAR

Fleets of 10 to 1,000 Brand New Chevrolets, Fords, Plymouths for Immediate Delivery
ENTIRE COST TAX DEDUCTIBLE

All plans include license plates, replacement in case of fire, theft, or serious damage. New cars every 12 months. Serving many of America's largest corporations.

Highest Prices Paid for Your Present Fleet
WRITE FOR BOOKLET
"HOW TO REDUCE THE COST OF AUTOMOTIVE TRANSPORTATION"

GENERAL AUTO RENTAL CO.
Coast-to-Coast
HAROLD B. ROBINSON • Livingston B-5000
6510 N. BROAD STREET, PHILADELPHIA 26, PA.

tion, good food and clean accommodations at prices competitive with those elsewhere.

Clinics consist of two two-hour meetings. Usually, they're at staggered hours. Mrs. Burgess will hit a town (after the A & I Board has mailed letters, folders, etc. to build up Chamber of Commerce and individual business men's interest), make speeches explaining her program before civic clubs, then put on a two-day clinic. One group will attend two hours each of the mornings, the other the afternoons. Average "draw" is 90-100, she says, and as many as 186 have registered for clinics. Last year, over 60 were put on.

Format of a clinic is a talk followed by a panel discussion, at which she will throw out situations, give examples out of her own traveling experience, and ask the group to provide better-ways-of-doing-it answers. Group suggestions of situations are welcomed, to be solved by the rest of the group. She'll often have them act situations out, getting a couple of people from the audience to play salesperson and tourist. Sometimes people from the group stand up and give chalk talks on the same situations. Everybody gets into the act.

Next day Mrs. Burgess starts things with a discussion of how to give map directions. "Not so many blocks away," she tells them, "for blocks vary in length from town to town. And don't say 'turn east,' or 'turn left.' Some people aren't accustomed to thinking in terms of compass points and you make things difficult for them. And believe it or not, some folks don't know right from left. Point in the direction they're to take."

She follows with a discussion of points of interest in Mississippi using a large state map, mentions highways that get to the various points, whether highways are paved, blacktop or gravel, and sights of interest along the route.

Next slides are shown of these same points of interest. From the general she gets down to particular locality facts. "Not many people know their own backyards," she says. Usually, the group is taken aboard a chartered bus for a tour of its own locality's interest points as a finisher.

The A & I Board also offers a \$1,000 first prize and \$500 second prize to communities that work out the best hospitality gimmicks of their own. Some developed in the past include:

1. Roadblocks set up in Jackson, Laurel and Meridian. State cops flag down the cars and ask occupants to lunch as guests of the city.

2. In Meridian, they've put up signs in motels, restaurants, barber shops, etc., inviting travelers who'd like a free, conducted look at the town to call a number—the Chamber of Commerce—which sends its local Miss Hospitality out with a car to take the tourist around town, show him sights, make him welcome.

3. In Gulfport, if an out-of-state car parks overtime by a meter, instead of a ticket, the driver finds on his windshield a notice, signed by the beat cop, telling him that the cop has deposited a nickel in the meter for him, and asking him to repay it in a can hung on the meter, or just give it to any nearby businessman, telling him the cop's name. The printed notice ends by wishing the tourist an enjoyable stay in Gulfport.

4. At Forest, a "Tea for Tourists" program was set up beside the road, serving free refreshment to travelers.

5. Miss Hospitality contests are held in each town. Essentially, they're beauty affairs, with all entering a state contest to pick the statewide Miss Hospitality. But it doesn't end there. Most towns hire their Miss Hospitalities to work on either a part- or full-time basis as tourist greeters and meeters.

COMMENT

Are We Out of Tune?

Both Presidential candidates promise to "run scared." They say they're ready to take up where Harry Truman left off in 1948 and stage doorbell-ringing, precinct-type campaigns on a national scale. That makes us in selling feel better.

For a moment, at the emotional peaks of the Republican, and especially, the Democratic convention, it appeared that if you built a better mouse trap, people really would beat a path to your door. To be sure, Eisenhower had to scrap a little bit himself for his nomination, and Stevenson not at all by customary standards, but there is no doubt the conventions picked two reluctant candidates.

The Republicans gave the heave-ho, sadly perhaps, to Taft, and the Democrats let Kefauver rope himself. This was their reward for trying to shake hands and to see and be seen by almost every eligible voter, and to answer all questions and objections like good salesmen. Are the tenets of aggressive salesmanship all wrong, after all?

On the contrary, we expect to see aggressive campaigning by the Presidential candidates. The Republicans promise to go into the "Solid South" (a new market) and the Democrats will be in there too (to hold an old market).

It all adds up to a lively political scrap and the people will be the winner from this spirited competition for their favor, but in the meantime we suggest that marketing men can gather some morals from both conventions.

In politics, as in commerce, the head-on sales approach does not always impress the prospect and win the order. There's always a place for change of pace in sales strategy, especially when all of the other candidates are employing similar sales plans.

We suggest that the actions of the political conventions are a cue to the mood of the people—the same people marketing men woo every day. We believe that there is no substitute for a good reputation. You must not only have one but, more important, be known widely for it. This was particularly important to Stevenson who was selected by delegates, many of whom have seen him only twice—at the opening and closing of the convention.

Both Eisenhower and Stevenson have enjoyed good reputations. They played hard to get. At a time when the public is surfeited with promises and more than a trifle-shy of political medicine men, the candidates shrewdly committed themselves on few points, but, instead, appealed to their prospects with the idea that they, the prospects, would have to share the burden of solving world problems.

Eisenhower and Stevenson both practiced, perhaps unwittingly, the principles of selective marketing. They were exposed only to top leaders and to key opinion makers. The salon approach has copped the top prize of each party; now the candidates promise to switch to mass marketing and to expose themselves as freely as the Coke machine.

Delegates in convention rejected the bombast of candidates who

Fishing FOR MORE FISHING TACKLE SALES?



Statistics show that seven out of ten men are fishermen. The Sporting News has a readership of more than a million sports-minded men every week. Your advertisement in The Sporting News will reach an audience that includes thousands of fishermen . . . a rich, responsive market for everything a man buys.

The Sporting News

Published weekly for 66 years
2018 Washington Ave., St. Louis 3, Mo.
535 Fifth Avenue, New York
520 N. Michigan Blvd., Chicago

METROPOLITAN Fort Wayne

Allen County, Indiana

Highest Buying Power West of the Hudson River!



Indiana's "GOLDEN ZONE"! Fort Wayne Metropolitan County—1st in the State, 2nd in the Nation—highest buying power of all Metropolitan County Areas west of the Hudson River! (E.B.I. per family: \$6,875 . . . Sales Management.)



The Fort Wayne ABC Area: Population 452,654. Well-balanced market, manufacturing and farming. Thirty-six (36) towns and cities of over 1,000 population effectively covered by Fort Wayne newspapers daily and Sunday.

Write for "Golden Zone" Market Book.

The News-Sentinel The Journal-Gazette

Represented by Allen-Klapp Co.
Fort Wayne, Indiana

Never Underestimate the Power of a Woman!



And NEVER underestimate the power of her favorite magazine!

For example, the Journal is first among ALL magazines
in newsstand sales . . . leading the next by 337,014*.

*Average net single copy newsstand sales first 3 months of 1952.

Ladies' Home **JOURNAL**

SALES MANAGEMENT

spouted violent claims and counter-claims. We suspect that the people of America are just a little bit fed up, too, with the noisy advertising for cigarettes and other mass products. Perhaps it's time for marketing people to talk quietly with their prospects about the merits of their products and services.

Even though the Presidential candidates are going to "run scared," we have a feeling they aren't going to engage in caterwauling. We sense the feeling that the people are amazed at the caliber of the "products" and the type of "hard selling" campaigns both promise. To use a shopworn advertising phrase, "it's refreshing."

While we're on the subject of politics and selling, we'd like to suggest . . .

Keep Politics Out of Selling

Are you fussy about your prospects?

Will you sell only to Republicans, for example, or only Democrats?

If the question seems silly, may we point out that this is the season of the year, especially of every fourth year, when a considerable number of managers and sales managers and salesmen subordinate their products to their politics, and go forth staunchly to alienate half their market.

Divide and conquer may be sound strategy in warfare . . . but it doesn't work out in salesmanship.

On the recent release of its annual stockholders' report, General Mills of Minneapolis threw a luncheon for some 60 editors and reporters at New York's Waldorf-Astoria.

Big, genial Harry A. Bullis, lately become honorary chairman of the board, spread a lot of good feeling as toastmaster. He made everyone think well of General Mills and want to try Wheaties and Gold Medal flour.

But then, suddenly, for no apparent reason at all, he expressed the "hope there'll be a change in November."

Even some of the writers who'd like a "change" wondered what this had to do with getting more of all the people to buy Wheaties.

And some of those who think the present party in power still is doing reasonably well were rather irked with Harry Bullis.

As an individual in a free country, Mr. Bullis can and should have political beliefs. He should express them vigorously. But as the head of a corporation owned by thousands of all kinds of people, employing thousands more, and selling their output to many millions —of Democrats and Republicans, we think it unwise to create dissension within and, in effect, to lop off a large hunk of the market.

General Mills didn't do badly in the last fiscal year. Profits were down somewhat, but sales rose to \$468,864,838. If GM sold Wheaties and Kix and Cheerios and all its other products just to Republicans in good standing, its sales would be considerably smaller—and so, probably, would its profits.

A more sensible way to enter "politics" might be to contribute some advertising to the Get-out-the-Vote campaign.

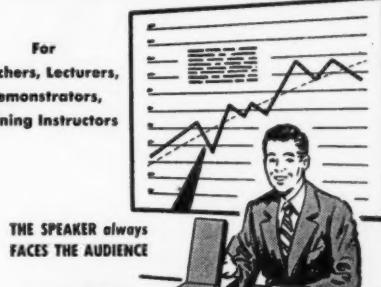
Or perhaps GM should run more advertising to ferret out some Republicans and Democrats who still don't have Wheaties for breakfast.

If fable were fact, C. T. COUNCIL, most B. C. Remedy

advertising would belong in business and trade magazines exclusively. But contrary to the popular misconception, businessmen have no corner on headaches. Come to think of it, they shouldn't have *any* headaches — at least not where their Cincinnati advertising is concerned. Not only does the Times-Star reach *more* Cincinnati — it does so at the lowest General Milline rate in the great Metropolitan Area.

THE MODERN BLACKBOARD

For
Teachers, Lecturers,
Demonstrators,
Training Instructors



THE SPEAKER always
FACES THE AUDIENCE



Screen Scriber!

A unique, self-operated projector that throws the projected images over the speaker's shoulder permitting him to face his audience at all times... uses 3 1/4" x 4" film slides or coated acetate for dramatic visual presentations.

For use in Industry, Advertising Agencies, Sales Groups, Schools, and Training Centers.

The price of Screen Scriber is \$61.00. For more complete details, write our National Distributor, Burke & James, Inc. (Dept. 42), 321 South Wabash Ave., Chicago 4, Illinois.

BARDWELL & McALISTER, Inc.
BURBANK, CALIFORNIA

YOU NEED THESE FACTS

44%*

is the average duplication in readers between
the first and second publications in 9 major markets

44%
DUPLICATION

56%

Of The Readers Of The No. 1 Business Paper

Do Not Read The 2nd Paper



According to McGraw-Hill 18-company survey . . . the most comprehensive ever
conducted among men who control and influence industrial buying.

SIGNIFICANT TRENDS

As seen by the Editor of Sales Management for the fortnight ending August 15, 1952

NO TIME FOR BACK PATTING

If our printer will be as ingenious as I know he can be, he will figure out a way of setting some copy I'll give him shortly so that it looks like a framed wall motto.

And a motto for tomorrow it well might be—in any American office. The words are those of William H. Howard, vice-president of Young & Rubicam, and the place, the spring convention of the Association of National Advertisers . . . Okay now, Mr. Printer, let's see what you can do with this:

"It's fine for us in the selling end of business to sit around at meetings and congratulate ourselves on what great salesmen we are, but at this writing we aren't able to sell our civilian production in this country when our productive capacity is turning out a considerable part of its output for defense. What is going to happen when the momentum of that production is directed totally to civilian purposes?"

The sales director who finds himself hamstrung by a policy which limits sales and advertising expenditures to the needs of today's market only, might follow the practice of a friend of mine who arranged to have type-written copies of this statement placed before each chair at the most recent meeting of the board of directors. It helped him to get a budget passed which was more properly geared to the needs of tomorrow.

Executives who help to shape corporate policies and who are lacking in marketing experience might benefit by a reading of a booklet released jointly by the American Association of Advertising Agencies and the Association of National Advertisers. The booklet is called, "Where Does Advertising Fit In?" and the author is Otto Kleppner, head of The Kleppner Company, a New York advertising agency, and author of the popular SM piece, "Five Cockeyed Ideas Salesmen Entertain About Advertising," (SM, 4/15/52, p. 24).

Mr. Kleppner comes up with a new and possibly unbeatable definition of what advertising really is. He develops the thesis, "The function of advertising in our economy is to help create and distribute the better values that men offer in competition for the buyer's selection."

He takes issue with many of the traditional justifications of advertising because, as he points out, they do not adequately explain the economic function of advertising, and especially of competitive advertising. The booklet is enlivened with cartoon illustrations and provides a fresh and lively way of presenting an economic subject. Examples are drawn from current advertising campaigns.

It's an eye opener for the man who understands productivity in production but doesn't appreciate the fact

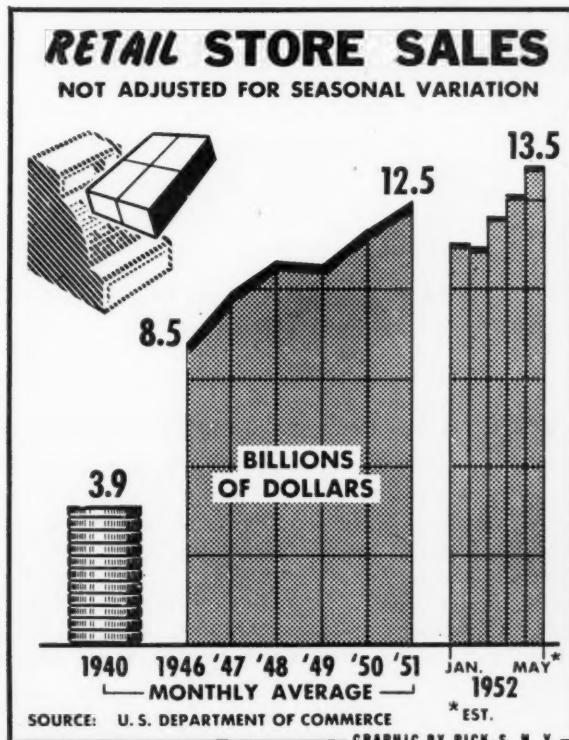
that we must have productivity in distribution because manufacturers must find customers for the products and services they make if they are to continue to produce . . . For a copy of the booklet send 10 cents in coin or stamps to either American Association of Advertising Agencies, 420 Lexington Ave., New York 17, or to the Association of National Advertisers, 285 Madison Ave., N. Y. 17.

FAIR TRADE MUST BE ENFORCED

We agree with Emanuel Katz, president of Doeskin Products, Inc., who said the other day: "Manufacturers must put the same effort behind enforcement of the recently enacted McGuire Fair Trade bill as they did to win its passage by Congress. Lack of enforcement could easily snowball a drive to have the measure repealed."

The real test of the new Fair Trade Act will come when the sales picture darkens because then manufacturers will have to prove that they have been enforcing the contracts against everyone. The fact that the agreement is enforceable against non-signers is bound to lead courts to insist on adequate proof that the manufacturer has made a sincere attempt to enforce his contract.

Incidentally, if you want the complete text of the McGuire Bill (H.R. 5767), you can get it by writing your senator or congressman—or by asking the Bureau of Education on Fair Trade, 205 E. 42nd St., New York 17, for their July 25, 1952, "Fair Trade Newsletter."



"BUY AMERICAN" IS DANGEROUS

Subscriber Colin Warwick comments on our July 15 editorial under the above heading, and offers very convincing proof that the country as a whole is far from accepting Don Mitchell's (president of Sylvania Electric) belief that "we would welcome good competition; it would only make us improve our production and our selling."

Subscriber Warwick represents the Educational Supply Association Ltd. of London, manufacturers of a very high quality line of pressure die-cast aluminum stacking furniture. The market is essentially in schools.

But we're asking that English manufacturer to shoot craps with a set of dice which are loaded against him—with a 22½% *ad valorem* duty which brings the cost prices to over 25% more than the American manufacturers' highest resale prices—so says Mr. Warwick.

But that is only the beginning. Public Law #428, March 3, 1933, prohibits any public school system receiving federal aid or grants from purchasing any articles "not manufactured in the United States."

When he went to Washington to ask whether anything could be done to modify this restrictive ruling he was advised to restrict his selling efforts to private individuals and firms and organizations not dependent for their income on public funds—in other words try to sell anyone except the prospects who have the greatest need for his products. Otherwise, he was told, "if you generate any competitive heat, the American manufacturers will exert pressure on Congress for increased tariffs. Tariffs are high enough as it is, so don't start making competition or things may be a lot worse than they are!" Mr. Warwick then concludes:

"We would be very happy if our sales volume was just half of the dollars which the Educational Supply Association spends for American aluminum ingot and special dies each year, if we could be duty free until we had reached that amount. That would be a tremendous concession, yet no American manufacturer would even feel it.

"Perhaps the National Sales Executives, of which I am a member, might send a 'Sales Team' to Washington and use their considerable skill, energy and influence to 'unload the dice' before sending another 'Sales Team' to England to show us how to play the game and invite us to 'take a chance'."

Mr. Warwick wins the *argument*. But our restrictive laws prevent him from making the *sale*.

IF YOU'RE WORRIED ABOUT "FREE"

The National Better Business Bureau, Inc. (408 Lexington Ave., New York 17) has for many years taken a strong stand against deceptive and misleading usage of the word "free" but now challenges the interpretation of the word made by a majority of the members of the Federal Trade Commission. As explained in SM in the article, "Commissioner Mason Dissents" (SM, 6/15/52, p. 116) that independent Commissioner *vigorously* dissented.

In an 8-page special bulletin headed, "FTC Still Split

on 'Free,'" the National Better Business Bureau compares what it believes to be the public's understanding of the word with the highly legalistic meaning assigned to it by the FTC and points out that it is one of those words which has more than one meaning. A "free" offer may be conditional or unconditional. As used in advertising, the public has learned that "free" is often used to describe merchandise for which the recipient is required to pay nothing provided another article is purchased—and that it may be necessary to purchase an article in order to obtain the "free" article does not violate the public concept of the second article as "free." It has cost them nothing unless the price of the first article has been surreptitiously increased to include the price of the "free" article for purposes of deception.

Here is a sample of the thinking of the National Better Business Bureau:

"Let us assume that a manufacturer of vegetable soup wishes to add a brand of onion soup to his line. To introduce the new product he offers to give a can of his vegetable soup to all those who purchase three cans of the onion soup at the regular price. Is the purchaser getting the vegetable soup "free" as he understands that term? NBBB believes that he is. Will any rational consumer be misled, or is he in any danger of being misled, or harmed, by an advertisement which truthfully states: 'Buy three cans of onion soup; get one can of vegetable soup FREE'? The question answers itself."

The National Better Business Bureau takes the position that the word "free" may be properly used in advertising under three different sets of circumstances: (1) "Free"—Without Obligation, is where an advertiser offers to send a free sample, such as a 10-day supply of toothpaste, with no cost or obligation. (2) The second category is where an article is "Free"—At Place of Distribution, and the advertiser's unwillingness to pay the charges of transportation does not alter the fact that the article itself is a gratuity, provided that the sum requested does not exceed the actual cost of mailing. (3) The word "free" can be used properly in connection with an offer which requires the recipient of the free article or service to purchase some other item provided no element of deception be present as, for example, a "free" toothbrush with each purchase of a brand of toothpaste.

If the FTC ruling presents a problem to you, we suggest that you send for the July NBBB bulletin.

ARE STRIKES A SAFETY VALVE?

A doctor friend told me the other day, "I guess I waited too long to get my new car. In the spring there were plenty of cars but I put off making any decision. Now I find that I can't get the car of my choice for several months." Of course there's no question that the long steel strike and consequent shutdowns and work stoppages will correct much of the high inventory and surplus problem, and instead of a fall recession which many had expected, there will be an upsurge in industrial activity as companies set out to make up for lost production. It's no wonder that the cynical-minded believe that many strikes are engineered jointly by industry and labor in order to correct an unsellable surplus.

PHILIP SALISBURY
Editor

SALES MANAGEMENT



**"Say hello...that's Daddy under all those orders he gets
by advertising in the Des Moines Sunday Register."**

And if we could show you Daddy's face under that deluge of orders, you'd see a smile as wide as the whole state of Iowa! For the Des Moines Sunday Register coverage is as wide as *all* of Iowa, giving you in one great selling medium, a market of 2½ million people with a thumping 3½ billion dollar income.

Forgive us if we pop a vest button or two, but the Des Moines Sunday Register coverage in 83 out of Iowa's 99 counties is an amazing 50% to complete saturation. In 9 counties more, it's 40% to 49%; and in all other Iowa counties, it tops 21%...a phenomenal statewide average of 2 out of 3 town and country families all over the state.

Iowa's townspeople aggregate a better urban market than cities like Philadelphia, Boston or San Francisco, while Iowa's farm income is the highest on earth. You reach the cream of both rural and urban with the Des Moines Sunday Register, and the milline rate is only \$1.84.



**PACKAGES A STATEWIDE URBAN
MARKET RANKING AMONG
AMERICA'S TOP 20 CITIES**

ABC CIRCULATION March 31, 1952
Daily, 376,658—Sunday, 543,674

THE DES MOINES REGISTER AND TRIBUNE

Gardner Cowles, President

Represented by:

Scolaro, Meeker & Scott—New York, Chicago, Detroit, Philadelphia
Doyle & Hawley—Los Angeles and San Francisco

How Koret Takes the Gamble Out of Sales Forecasting

In the women's apparel business management is traditionally by gosh, by guess, and by prayer. Anything approaching scientific sales and management control is practically unheard of. But Koret achieves it. This story tells how.

Based on an interview with **GEORGE MONCHARCH**
Koret of California*

Koret of California, selling annually over eight million dollars' worth of women's sports apparel in 48 states and all over the world, by the nature of its business faces all the hazards and uncertainties for which its industry is known. Any successful operator in that chanciest of enterprises would consider himself fortunate if his ratio of deliveries to orders reached 80 or 85% in a season. Koret enjoys the phenomenal ratio of 93%.

Koret has one thing to thank for that gratifying record in a business beset with contingencies: a system of forward planning, analysis and control of all factors pertaining to the end results of sales which probably is unique in the apparel field. For years the company has been perfecting a fast and efficient system for getting reports from the field, analyzing orders and transferring information on volume, size, fabric, style, color, etc., to tabulating machine cards (Remington Rand Inc.), then scanning these data from every angle for hair's-breadth interpretation of trends for future planning.

George Moncharch, a member of Koret's board of directors and responsible for co-ordinating all the factors in the complex control operation, points out that the problem the control operation had to solve boils down to this: "It's the basic one of getting to the customer deliveries that meet the requirements of timeliness, and bringing the proper package without a dangerously high advance production."

Let's see what is meant by these three points.

Point 1: By "timeliness" Mr. Moncharch means that the merchandise must reach the retailer (1) initially, (2) on reorder, timed to give the retailer the advantage of seasonally accelerating demand. For example, suppose Koret of California offers a line of sports garments in May for July 15 opening. On that first order the retailer will wait from May, when the order was placed to the beginning of July for the first delivery. That probably is as fast as the retailer wants it. In July the buyer starts to sell. Demand proves good and holds up. The retailer continues to reorder. Demand is active, the retailer enthusiastic. Delivery now must be as fast after receipt of reorder as possible.

"That's what we mean by timeliness," Mr. Moncharch says. "It's the key to confidence in manufacturer-dealer relations. The reorder volume is extremely important in this business. No intelligent buyer risks ordering, at one time, in advance all he or she *may* sell during the season. The experienced manufacturer, for the sake of his own volume and in support of his dealers, should be able to help the retailer follow up when and to the extent that the reorder picture develops—and do it fast."

Point 2: "The proper package" means delivering a balanced stock to the customer. The entire Koret of California operation is based on pro-



FASHION IS A GAMBLE . . . but Koret reduces risk to a minimum with a fact-based management control plan that guides the judgment of every executive in the business.

motion and merchandising groups of related garments ("Pair-offs" is the Koret designation), not single garments.** A manufacturer might appear to be giving good delivery by rapidly moving the garments he has on the stock floor. "But," Mr. Moncharch points out, "the package as it reaches the store would be terrible from the point of view of the kind of merchandising we have long been educating our retailers to do; that is, multiple selling."

Koret's "denim group," for example, may have from six to 10 possible pair-offs suitable for merchandising under the company's multiple selling program. Koret may have on the floor plenty of skirts but few jackets and no slacks, at the time an order comes in. In an unplanned operation the manufacturer would be likely to ship out the 100 skirts which were ordered and then follow up with the 100 jackets and 50 or so slacks when available.

If the customer is in a hurry, Koret sends a properly rounded, if incomplete, order made up, say, of 50 skirts, 50 jackets, and a proportion of other related garments. But there's more to it than that. The multiple selling program offers a number of garments designed to "mix and match" in color as well as in style. Delivery of a "proper package" also means that if a blue

*San Francisco, Calif.

**See "Promotion of 'Pair-Offs' Lifts Unit Sales for Koret Dealers," SALES MANAGEMENT, May 20, 1952, page 74.



FOR INSTANCE, within hours after these fall styles (left and above) hit the field, the home office will know something specific about trade reaction to color, line, fabric. Then revision of estimated potentials begins.



BEFORE EACH WEEKLY CONTROL MEETING, Koret executives review and study the latest figures that have spilled from the tabulating machines. Left to right: John Marshall, Abe Goldberg, Don Burns, and (seated) Leo M. Brown. All departments will then set course for week ahead for purchasing, manufacturing, selling.

garment, for example, was ordered to go with another color, the right shades of harmonizing and contrasting colors are shipped. The package must contain completely balanced and harmonizing garments to provide the dealer with a rounded stock.

Fulfilling the requirements of points 1 and 2 would be no problem but for the pressure of point 3: possibility of dangerously high advance production.

"It would be an easy matter," Mr. Moncharch explains, "to be prepared for timely delivery of the proper package to every customer by making up enormous numbers of each garment . . . but we would give away our profits in unbought garments."

At any one time the company offers about 100 styles in five colors and five sizes, or 2,500 "ingredients" to be considered in any one given line. A company running, as Koret does, about six to seven lines a year, would take a terrific licking if it relied on hunches and shipped out of stock as orders came in. In this industry merchandise can not be carried over.

What is the solution?

Let's sit down with the Koret top planning group in the San Francisco headquarters and see what has given the company stability in a feast-or-famine industry. In addition to Mr. Moncharch and Joe Koret, we find in this planning group the heads of the sales, styling, merchandising, production, administration, and ac-

counting departments, and others who sit in when they are needed. A new line is to be launched. Stylewise, it has been determined by the judgment of the group, based on facts that will be evident.

The first step in the planning process is for these executives to agree on what they believe the new lines' total volume in dollars for the season should be. Three million dollars would be a realistic figure. It is based on selling history, economic trends, and the financial structure of the company. With the estimate established for the line, the sales and merchandising departments break the figure down into groups of fabrics in which the line will be made, such as so much denim, so much tublin, so much seersucker, etc.

Koret already has a mass of figures on how these standard fabrics sold in particular styles in the past. To reinforce cold statistics there are breakdowns of carefully analyzed reports from the field. These come from Koret salesmen and representatives in each sales territory and are elicited by means of a special questionnaire which is sent out on each line.

For each fabric the questionnaire asks the salesmen in the field to comment on the following:

1. The fabric's importance and potential.
2. Timing: Why do you think our timing was right or wrong? What timing do you suggest, etc.?
3. Styling: What styling did you

find acceptable? Not acceptable? What would your accounts like to see for next spring? Were we too heavily or lightly balanced in any one or more categories (such as skirts, jackets, etc.)?

4. Fabric: What were your customers' reactions to this fabric?

5. Color: Too few, too many, not enough or too much range? What would your customers like to see? Did we miss any important colors?

The salesmen are encouraged to report accurately and without fear. They also report on Koret promotional material for the season, and on promotional approaches of other manufacturers. Comments are keyed, tabulated, and analyzed to provide a current picture which can be placed alongside accumulated past experiences. This enables the planning group to tell, for example, whether a color or feature has reached its peak demand and is on the decline despite heavy buying this season; or whether, in the face of apparent smaller demand this season, a style, color or feature is on the upward curve. So detailed is research and so precise is the tabulation that trends of specific features such as sleeves, belts, hemlines and jacket lengths can be studied with the same ease as are styles, colors, and fabrics. The sales department has provided this side of the picture.

Another picture comes from the merchandising department whose continuous scrutiny of the fabric market alerts Koret executives to the pre-

vailing trend of materials. With the allocation of proportions of the total three-million-dollar sales objective on the new line to the chosen fabrics, the planning group has taken its second step. The third step is to determine how much of each fabric to order for initial production and the rate of buying thenceforth to keep production equal to projected demand.

Step four is taken when the first samples of garments in the new line go out to the salesmen. Salesmen for the major lines attend line presentation meetings where the line is reviewed by the area sales manager. These meetings are held on Friday. Monday, the presentation of the line begins. As soon as orders start to come in they are reported on customer-activity cards which show which accounts started to buy what first and how much. The orders go to the tabulating department where cards are punched. The basic information recorded includes sales by style, size and color; the salesman, and the due date (of delivery to the retailer).

Orders coming into the house up

to Friday noon of each week provide data which are made ready for Monday morning scrutiny and analysis by the planning group. Orders for promotional material are tabulated and reviewed in the same way at the same time.

Coincidentally, the area manager knows what each man sold dollar-wise, and he is in a position to compare this with what the salesman (or his predecessor in the territory) sold of a comparable line the same week of the previous year. The area managers already have the breakdown of the three-million-dollar objective for the new line, by salesmen, based on history and current trend. When they receive the selling figures, by salesmen, they compare them with the advance estimate and are able to see at a glance who is above or below what was projected for him.

Meanwhile, other interested departments are scanning the data for their guidance. The production department studies sales by styles to determine what its requirements are going to be. The merchandising department translates the facts into fabric requirements, with careful regard

to color trends. If more red, or less black, than advance planning calculated appears to be the trend, buying plans are adjusted.

Here we have the executives from the production, sales, and merchandising departments, on Monday morning, looking at last week's detailed performance record and preparing for any action at headquarters which may be indicated. Not to be made either cautious or over-enthusiastic by the short-term picture, any unusual situation is checked. For example, if one salesman's sales were abnormally low, before deciding this to be a trend, the salesman would be questioned. Possibly he was ill or there was some special factor which brought down sales for that week. Or, if another salesman's showing was exceptionally good, he too would be questioned to discover if there was any reason for his sudden success. Was it due to personal effort? A good idea? (If the latter, it can be shared and passed along.) Or is it a mutation? Like hounds on a scent, the planning board will nose out a trend if one has begun to develop . . . and not just talk about it.

The merchandising department rushes into action on fabrics . . . more linen in blue (or red or natural) for such-and-such a style. Production sees demand building up strongly in a certain direction and decides whether more than one factory is needed to take care of orders based on the revised estimate.

These and other decisions based on the previous week's data are compared and discussed for action at the Wednesday control meeting which starts at 9:30 a.m. and continues until 1 p.m. These meetings are strictly planned, with the agenda based on accumulated data as analyzed.

The first step is to compare the actual sales against the plan. It will often be found that one fabric group is coming in stronger, another somewhat weaker. For example, suppose the company opened the plan on denims at \$900,000, a not unrealistic figure. At this first control meeting they may find that the trend points to a higher figure. The merchandising and sales departments will then agree to raise it to, say, \$1,100,000. Or the trend on another fabric may indicate the wisdom of decreasing it.

What is the significance of this?

Simply, that there will be no steamrollering on to a pre-set quota picked out of the blue, on however sound premises, with field salesmen being coerced, bullied and beaten into selling what production and merchandising dump into their hands. No.

(Continued on page 114)



BEER 'N' BUFFET impulse display for groceries and delicatessens is real live picnic hamper stocked with Schaefer beer and related items—pretzels, potato chips—and silverware. Full color lithographed cardboard basket is replica of original by Abercrombie & Fitch, has the "Abercrombie & Fitch Co." name plate on lid. Basket ships flat, stands 19 inches from counter to top of lid. By Einson-Freeman, Long Island City, N. Y., for F. & M. Schaefer Brewing Co., New York City.

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NO PARKING HEADACHE: Customer just drives up to snorkel.



BELOW SIDEWALK: Teller both sees and hears car occupant.



ON OPENING DAY, passersby were curious.



IT'S DONE WITH MIRRORS: This is teller's-eye-view of customer.

Curb-side Banking Comes to Portland

No more parking troubles and waiting in line for patrons of the First National. Now they deal with a "snorkel."

Time was when many bankers shuddered at the term "merchandising," but not today. Latest sales angle to promote business traffic along financial row is called "snorkel," not to be confused with snorkel submarines—but equipped with a periscope nevertheless.

Just beginning to take hold across the country the snorkel is one of the newer developments of Duplex Electric, a subsidiary of Mosler Safe Co., New York City.

Now spreading to the Pacific Coast and still new in most parts of the country, the device allows busy bank patrons to pull into a parking place on a busy downtown street, do their banking from the curb, and in two minutes go on their way.

The snorkel is a hollow post about the size of a gas station pump. It

connects the automobile patron at the curb with the teller in his cage beneath the sidewalk. A set of periscope mirrors allows customer and teller to see each other. An electric elevator connects them, as does an intercommunication system.

Customers love it. From 400 to 500 customers a day have been recorded at the first snorkels to be installed—compared with about 300 for the average busy teller.

In Portland traffic consultants are heralding the device as a new congestion saver. With three downtown snorkels already approved by the city council by mid-summer, 11 parking spaces were "taken off the market" during banking hours to provide easy access to the curb service. Traffic engineers estimate that the snorkel has made many times that number of

parking spaces (up to 1,100) available because bank customers aren't parking elsewhere for much longer periods.

First National of Portland, first in the lower Columbia River region of the Pacific Northwest to install a snorkel, says it's the downtown answer to drive-in banking windows which are fast becoming popular in less crowded areas where drive-in space is available.

Mosler has letters telling of happier customers and happier local traffic authorities from such banks as Fidelity Union Trust of Newark, N. J., Central National Bank & Trust, Des Moines, Ia., Colorado State Bank of Denver, and others.

The snorkel was first developed by Duplex Electric in 1948, but was more or less on an experimental basis in a few scattered banks until the Mosler organization took it over for full-scale sales effort a year ago. During the past year more than 400 snorkels have been placed in banks from coast to coast.



They're in the News

FAIR TRADE'S FRIEND . . . in fact, its savior. He's Maurice Mermey, of the public relations firm of Baldwin and Mermey. When the President signed the McGuire Bill to restore the 45-state Fair Trade laws many people, who knew the story behind the story, gave full marks to Mermey. For his was a victory built around a public education and legislative campaign, a battle won over insuperable odds. Maurice Mermey was given the job several years ago, when there was no inkling of the big fight coming, of developing public understanding and support for fair trade. He was hired by The Bureau of Education on Fair Trade, worked with a comparatively small budget. Realizing each dollar must count, he developed a "sales force" of up to 100,000 retailers who could sell the fair trade principle. To do it he ran a three-month pilot program in R.I., teaching druggists the complex issues. Then he put the campaign on an intelligent, hard-hitting national basis. When hearings on the McGuire Bill came up Mermey went to Washington, argued his case—something few public relations men, who generally stay in the background, ever do. . . . A quiet, brilliant man whose mind works like well-oiled machinery, he's shown here at the hearings: (l to r) Dr. J. W. Dargavel, executive sec., National Association of Retail Druggists; Mermey; Rep. J. A. McGuire and Rep. J. P. Priest.

BY HARRY WOODWARD



NOT EVERYBODY . . . born in Georgia works for The Coca-Cola Co. But the company's new president, H. B. Nicholson—from Richland, Ga.—has seen to it that three Georgians do: His two lads are following in their papa's footsteps. "Nick," as his intimates know him, got to Coca-Cola by divers means. He has been principal and superintendent of schools in his native Richland, a teacher in Atlanta's Technical High School. While teaching he studied law, was admitted to the Bar. But before he joined "Coke" he had been with Nu Grape, worked up to its presidency. Since '33 he has served Coca-Cola both here and with its overseas operations. He's been president of The Coca-Cola Export Corp., vp in charge of marketing. . . . A pleasant, easy-going guy, he "makes that good old preacher-pitch at sales meetings," as an associate puts it. Nick, Jr., is in the export end of Coca-Cola's activities, hopes to be president some day, just like his dad.

SALES MANAGEMENT

THE QUIET MAN... You won't learn much about Frank Fiore by waiting for him to tell you about himself. He sits at his big, polished desk, affable and smiling, and looks like he wants to get back to work. And work is what he has plenty of: Frank Fiore is now designated v-p in charge of sales of Textron, Inc. The company has consolidated all sales and merchandising activities under this able man who has been v-p and general manager for its Gray Goods (raw material) Division. . . . If the phone rings while you talk to him you see a different Fiore—assured, quick. For most of his career life this native New Yorker, who now lives in nearby L. I., has been in textiles. He's been with Textron 9 years, came in as head of the Export Division. Before that he was, for 16 years, with Neuss Hessline. "Haven't had many jobs," he says, almost apologetically. His great outside interest is fishing. Each winter he leaves the New York he loves, travels south to Bimini, fishing rods and equipment in tow. Will he travel in his new job? "No," he says, "I can do it from New York." You get the feeling he can do anything from New York—except fish in Bimini.



THE REPORTER... who finally became editor and publisher of *Woman's Home Companion* is a gentleman with the carriage-trade name of William A. H. Birnie. He's every woman's idea of what the publisher of *WHC* should be: married, father of four, with a home in Green Farms, Conn. And from his early school days he seemed destined for the job he holds. In high school he was editor and business manager of the school paper, v-p of the senior class. Later at Williams College he majored in English lit, was senior associate editor of the college newspaper, a member of the swimming team, won numerous essay awards. After he got his degree he went abroad, studied at German universities. . . . Two years later he was on the staff of the old *New York World-Telegram* as a reporter and drama editor. In '43 he became editor of *WHC* and this month he was elected the publication's publisher. His hobbies are opera and symphony. . . . He has one of the largest extant private collections of classical recordings. And *WHC* readers will be happy to know he likes gardening and farming and operates his own tractor.

Circus Foods Tells Why TV Gets Lion's Share Of Advertising Dollar

Circus sales have doubled in three years. In branded nuts the company's line now stands first in western markets. Here President Jenanyan explains the role of video advertising in the selling plan, and assays the excellent results.

Based on an interview with
EDWARD H. JENANYAN
President, Circus Foods, Inc.

Everyone concerned with television is longing for programs with color and a distinctive entertainment character that will make them widely acceptable. They are eager for popularity that will not exclude quality. Advertisers would like to see the line between the "show" and the "commercial" tenuously fade to the vanishing point—a desire that comes closer to realization with the simultaneous multiple-impression possibilities of a visual program.

These and other objectives are well on the way to being realized by Circus Foods, Inc., San Francisco, which has found its best advertising medium in television and is giving a great deal of thought to the exploitation of all the latent possibilities of the medium for selling the audience while entertaining and informing it.

The television screen is made to order for Circus Foods. The company puts out vacuum-packed salted nuts—peanuts, almonds, cashews, mixed nuts—for the consumer in 11 western states through food stores, supermarkets, liquor package stores, drug and tobacco outlets and theater vending machines. It was one of the first companies to take the medium seriously and to try to develop programs naturally suited to it instead of making conventional radio programs visual.

"In fact," says President Edward H. Jenanyan, "from the start we recognized television as potentially our best advertising medium." And so it has turned out. So much so that the greater part of the company's ad-

vertising dollar is being spent for it. Tied to aggressive and original point-of-purchase merchandising, it has rewarded Circus with spectacular results. Sales volume shot up 49% during the first two years television was seriously used. Not all of the credit is given to this one form of advertising, but that it deserves a good share is evidenced by the fact that redemption of coupons—and coupons play a big part in the Circus TV promotions—has more than doubled since the company began to use TV.

Before selling themselves on TV, Circus Foods' executives asked themselves searchingly what it particularly had to offer—why it seemed to be best for them. The main reason, summed up by Mr. Jenanyan, is that it "brings the package visually to the consumer." That is a great advantage to Circus Foods because of the clever way the company merchandises its products to and at the point-of-purchase.* It would be less of an advantage lacking this co-ordination of effort, and the merchandising of the TV advertising to retailers and others concerned, by the Circus sales organization.

Another reason television is so valuable to Circus Foods is that it gives unparalleled opportunities for what might be called mass demonstration. It approximates in mood the demonstration and sampling which are constant features of the company's in-store promotions and are abetted by

* See "How Circus Foods Won a No. 1 Rating in West Coast Markets," July 15 SALES MANAGEMENT, page 30.



KIDS EAT IT UP: A soldier and his pet ("Fearless Fagan") entertain at a Happy Birthday Party on a Circus television show.

mouth-watering descriptions which prepare consumers to rush and taste the first time they observe live sampling in progress in a store.

"We like television because it gives us the opportunity to continuously promote brand recognition," Mr. Jenanyan observes. "Child or adult, anyone who has witnessed a Circus Foods television program even once, cannot fail, on entering a store where Circus items are on display, to instantly make connection between what he has seen and heard over the air and the packages before him."

The Circus product, package, and brand name afford excellent opportunity for television promotion. First, the product is one with an appetite appeal for all ages. The company has intensified it by making a fetish of freshness—the doubtfulness of which hampered promotion of salted nuts before the vacuum package—and gearing production and packaging to demand. Only a 24- to 48-hour supply of the processed product is kept on hand; the production process is kept down to a mere five hours from the time a 125-pound sack of peanuts is unloaded in a separator until it emerges from the production line in striking red-and-white-striped packages ready for shipment to distributors.

The package was designed for eye-appeal, quick recognition, and identity with the circus theme. The trademark ("Peanuts," the Circus elephant jumping through a hoop), the name "Circus," and the peanuts all have association with a good time in most



THE CIRCUS SALES FORMULA—package recognition, demonstration & sampling—is carried over into a TV show for moppets. Sometimes the announcers talk over the shoulders of the children to the elders. It's profitable advertising.

NUTSY, THE CLOWN, and Cashew, the monkey, on the children's "Peanut Circus" show, munch peanuts themselves, rate as Grade-A salesmen.



STARDOM FOR DEALERS: On a show for adults, originating in Los Angeles, retail and chain store operators are interviewed by Betty Hoyt . . . for instance, here's Joe Alexander of Alexander's Market. The dealer is encouraged to talk about himself and his business, and somewhere along the line he is given an opportunity to express preference for Circus nuts.

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How were the opportunities used? During the years television has been cutting its teeth, Circus Foods has explored many program possibilities and tested out a variety of shows and participations. We shall glance at some of these further on, but first let us see in what kinds of programs the company's experience culminated when it, with its advertising agency, Batten, Barton, Durstine, & Osborn, Inc., turned to produce shows of its own.

"Happy Birthday" is the first. Lucille Blish, in the character of "Auntie Lou"—even if it's nobody's birthday—invites the kids to a party . . . and what better occasion is there to enjoy fresh salted nuts? Here the kiddies are the main actors. Youthful TV viewers enter themselves by submitting their best drawings of "Peanuts." Those aged four to 10, who make the best drawings of the little elephant are eligible for invitations to the party. There are six winners each week. Then there are extra prizes . . . bicycles, canaries, cowboy holsters, dolls, etc., for one or two home viewers each week. These are won by youngsters who submit the best drawings for their ages. They are available to children from four through 14.

Telephone calls bring them, with adult friends or parents, to the studio.

The party, with participating youngsters, its entertainment and interviews, constitutes the show. Each "guest" receives a gift. For more than a year and a half the 15-minute program has been on each week. About 500 children have taken part and have made their debuts on television. The appeal of the show is proved by the fact that its rating has been almost phenomenally high since it went on the air in 1950 with San Francisco as the point of origination.

For the Southern California market another kind of children's show has been developed. It is called "Peanut Circus." Stars of this 15-minute,

weekly television show are Nutsy the Clown and Cashew, a monkey. The show is presumably staged behind the "big top" where circus folk and animal trainers with their animals gather before entering the ring. A big sign reads "Welcome to Circus Peanut's Peanut Circus." Animals are brought on and put through an act. On these shows for children the commercials are always tied in with a premium which a child likes to have. For example, currently, a Schwinn bicycle is being given away each week to the youngster who answers correctly certain questions concerning animals.

Children enter the contest by at-

taching name, address and telephone number to an empty five-cent Circus Peanut bag. (The five- and ten-cent bags are regarded as a means of sampling customers and potential customers who eventually will become buyers of the regular vacuum package.) During the show a name is drawn, the child is telephoned and asked the question of the week. If he answers correctly, he gets the bicycle.

Patter about nuts comes naturally into a circus program, particularly when there are characters like Bozo (the chimp), Cashew (the monk) and Peanuts (the Circus elephant) around. The Circus package, sometimes blown up, is always in evidence in the action or background as a property. Commercials work into good clean fun and a monkey doesn't have to be coaxed to look happy when he's offered a handful of peanuts.

This particular show has been originating in Hollywood for four months and has made such a hit that the company hopes to make it a regional network production as soon as network facilities can be worked out in the West.

Shows for Young & Old

In Seattle, participations on a western-type show are used. Sheriff Tex and his banjo entertain the youngsters with song, story, and instruction in skills they like to learn, such as rope tricks and saddling a horse. Sheriff Tex, whose hangout is Safety Junction, cooperates with the Safety Council, showing his viewers how to behave in traffic and how to prevent themselves and others from becoming involved in accidents. Sheriff Tex also finds ways to bring the youngsters into the studio for interviews or to teach them something. Of course he chats about how good Circus nuts are; he introduces "Old Peanuts, the Circus Elephant," and tells them how to get an inflatable plastic version of him, which can support 200 pounds in water or on land—all for \$1 and two Circus coupons from a can of nuts.

A second show originating in San Francisco is aimed at adults. The company sponsors the San Francisco Press Club interviews with personages in the news, discussing questions they are qualified to talk about. Vice-president Alben W. Barkley, Secretary of Navy Kimball, General Spaatz and General Wedemeyer are a few among many personages featured weekly. Each guest receives a case of Circus salted nuts.

In April, to dramatize the opening of a new Circus Foods sales territory

in Hawaii, the Press Club show was extended to the Islands, the first TV show to be broadcast across the Pacific and heard throughout the Hawaiian Islands over Aloha Network.

Commercials on this show are heard only at the end of the program and are kept dignified. The package is visible in the background throughout the interview. At the end the announcer picks up a can of Circus nuts, makes a mouth-watering reference or two, pours some of them into a dish, emphasizing taste and quality to make sure the viewer will remember the red-and-white can with the Circus elephant trademark. All commercials are kept short, particularly those directed to adults.

In a different approach, tested in Circus Foods' early television excursions, dealers are the heroes. These are participating programs originating in Los Angeles. Retail or chain store operators are invited to be guests of Circus Foods. A feminine interviewer, Betty Hoyt, asks guests about their respective businesses, how they got started, what they are aiming at, and so on. During the interview there is an opportunity to bring out the fact that the interviewer promotes Circus nuts, and why. Here again the commercial is worked into the program.

"Foods for Thought" is the name of this shoppers' program featuring markets. "Best Buys," picked up when shopping from market to market are brought to the viewers. Such-and-such a market, the viewer learns, has Circus peanuts on special sale at 27 cents a can, a saving of five cents.

This program is successful in making friends of retailers, getting new retail distribution, and bringing customers to stores that merchandise Circus products.

Peanuts—Mmm

Circus has been particularly skillful in melting the dividing line between entertainment and commercial in the children's programs. Circus nuts are mentioned every few moments in one way or another and the package is constantly in view, with frequent sampling or demonstration. In the "Peanut Circus" the opportunities for promoting package recognition are utilized in the same clever manner, with demonstration and sampling action worked in.

How is television advertising merchandised to Circus salesmen and their customers, the retailers? The answer is the children's own response to the shows, and their subsequent action effectively sells them. Of

course, company field salesmen are informed at meetings and through bulletins about the shows and their significance. Retailers learn of them from the salesmen, in their business paper advertising and publicity. But the enthusiasm the shows arouse in the youngsters convinces both retailers and salesmen of their value.

Mass displays of Circus nuts in stores, huge dump displays, and spectacular "towers" of Circus cans reaching high above gondolas, together with samplings and demonstrations in the stores, inevitably draw children who shop with their mothers or other adults. The youngsters recognize the can they have seen on television; they see the big vinylite premium—"Peanuts," the Circus elephant—and start to talk to or about him. They ask mama to get two cans of the nuts so that they may have the coupons to send for "Peanuts."

Salesmen who demonstrate the product are not slow to see what this means. Maybe the retailer has observed the youngsters' action too. If not, the salesman directs his attention to it.

A Test for TV Pull

Most retailers are familiar with the plastic premium elephant—and with the Circus premium setup. They are quick to realize that the television show has sent the youngsters to their stores or that—having come in for some other reason—the show and the store displays have worked together to make a sale. Says Mr. Jenanyan: "It happens again and again, as our salesmen and retailers testify."

Children help to sell the retailers in another way. Since the elephant is also available for 12 empty nickel bags and \$1, Circus salesmen can see the retailer "feeling" the pull of television advertising in this way too. Children who want the elephant or the bike that's offered on the "Peanut Circus" show, will ask retailers for Circus Peanuts so they can save the bags. "After a couple of these requests, the dealer, if he is not yet stocking Circus nickel bags, will darn well get them because he sees the demand for them," Mr. Jenanyan observes. In the case of retailers who buy from jobbers a few requests like these are particularly effective.

Jobbers are prone to ship out a product without regard to brand name. Peanuts are peanuts, they figure. Some had been shipping out certain other brands for a long time before Circus was born. But when the jobber starts to get requests specifically for Circus, as he does when

the retailer has demands from his customers, his eyes are opened to the popularity of the brand, making it much easier for the Circus salesman the next time he calls on the jobber. The salesman is sold again on what TV has done for his product and hence for him.

Heart of the Matter

Circus does not underestimate the value of television. As we have seen in a previous article, display, demonstration and sampling are the heart of Circus merchandising in stores. This technique is repeated on the television shows. Here is how the Circus sales department sees it: "Television offers an opportunity to demonstrate visually the selling points made in the copy about the firm, whole, glistening, crunchy peanuts which the announcer displays as he pours the nuts from the can into a dish. We know from our audience breakdowns that many parents watch the shows with their children, so at times we talk over the youngsters' shoulders to the grown-ups."

Television announcers responsible

for this "demonstrating" are carefully chosen by the BBDO advertising agency and approved by Mr. Jenanyan. A BBDO representative, well versed in the Circus approach, works closely with the producer of the show, the director, and all studio personnel concerned during rehearsals.

In successful merchandising no one phase of activity can be credited to the results obtained. It is necessary to have a good product, appropriately and attractively packaged, effectively displayed and well advertised, with company, salesmen, jobber and retailer working together to create action at the point-of-purchase. Bearing in mind this integration of selling activity, the company believes that its television advertising has enabled it to get the most out of its total merchandising program.

During the two years the company has seriously gone into television, its sales volume has risen spectacularly. Circus nuts are now sold in almost all key stores in the West. "Customers are now getting used to the brand," Mr. Jenanyan reports. "They have learned to tie it up mentally with quality and flavor, which they have come to recognize as available in no

other brand, with the result that since 1949 our sales have just about doubled."

To cite an actual figure, 1951 sales were up 45% over those for the previous year. The company believes that the manner in which it has handled its opportunities with television advertising has had a good deal to do with this unusual surge ahead.

Free Rides Galore

As to the pulling power of television on its young viewers, Circus has one extraordinary example: Not long after the "Peanut Circus" show was started, arrangements were made in certain communities having beach concessions and fairs to give them plugs on the Circus program. In exchange for the advertising, the management of the concessions permitted Circus to announce that any youngster, on certain days or over a week end, might have free rides on the merry-go-round, or the like, for the "price" of an empty Circus peanut bag which, with contents, cost the youngster a nickel. As many as 17,000 bags were presented in a single day!

Radio Still Dominates THIS RICH MARKET



PAUL H. RAYMER COMPANY • NATIONAL REPRESENTATIVE

Radio delivers MORE sets-in-use in the South Bend market than before TV!... Hooper Surveys for Oct.-Nov. 1951 compared with Oct.-Nov. 1945 prove it. Morning up 6.8, afternoon up 8.0 and evening up 4.4. Television is still insig-

nificant here because no consistently satisfactory TV signal reaches South Bend. Don't sell this rich market short. Wrap it up with WSBT radio.

30 Years on the Air

What Kinds of Markets Is Point 4 Opening?

Is this just another giveaway program? How do recipients feel about it? You may be surprised by what really is done.

BY JEROME SHOENFELD • Washington Editor

Point 4, the bold new program of the U.S. abroad, consists of small projects scattered everywhere: stamping out a disease here; somewhere else preventing potato blight; warehousing fish; purifying water; teaching farmers to use plows.

Judging by what Washington Point 4 men tell us in response to questioning, the job, at least in Latin America, most resembles that of a promotion man who builds up a market, then sells out and develops customers for a second product.

In a certain territory, insects eat up the crop. By giving out samples, so to speak, Point 4 men create an insecticide business, which they later turn over to local merchants. If the business prospers, it may be feasible to make the insecticides locally. So, basic chemicals are imported, a small plant is built and later sold. Enlarged crops invite warehousing, which again is provided. Bit by bit, primitive people become less primitive. In the process, they become customers

of the Latin American sales agents of American companies.

This summary—insecticides, plant, warehouse, etc.—describes both the ideal and those jobs which pan out—and there have been many. At each point in such a sequence, different American products are called for. As people go beyond just staying alive, they also become buyers of small luxuries. It's intended that Latin American governments should notice what can be done, go on to do it themselves, and that local capitalists should accept the opportunities for home investment opened to them. To some extent, that's happening.

In Paraguay the milk was no good. There wasn't enough of it, and the little there was lacked cream. In cities, dealers had only one way to make the scanty supply go round, which was to add water. People were aware of that and, not dreading calories, kicked, upon which the government promulgated milk standards and hired inspectors to measure thickness.

To serve the whole market, dealers added flour.

The industry was eroding. Cattle were usually half starved. What milk farmers could get they had to sell because they needed money. Nursing calves started out life underfed.

Building a live stock and dairy industry became a Point 4 job. It was clear to agricultural specialists that farmers needed new breeding stock first and then good mixed feeds. They had to be taught to use feeds as the American dairy farmer would use them.

A demonstration farm was set up. The boys attending a local agricultural high school were the first to be shown how to run it. Seeing milk produced in greater amounts and of better quality than at home, they told their fathers, some of whom came along to watch. There was a slow advertising buildup.

Finally, it was time to hold a big demonstration. From a territory spreading 50 miles on every side of the project, farmers packed into horse-drawn trucks one morning and rode along the rough roads to see. Their parties started out around 4 a.m., arriving hours later. They watched milkings, feedings, etc., until noon, when they were given lunch, including better milk than they were used to, and, in true convention style, a lecture. Finally, they were allowed to buy packages of mixed feed and, for a moderate fee, to make dates with breeding bulls for their cows.

As milk improved, farmers bought more mixed feed. When their purchases became a matter of course so that a definite sales volume could be counted on, it was safe to hike the

What They Promise . . .

... For marketing people in their 1952 platforms

DEMOCRATS

... We will seek adequate appropriations for the Department of Justice and the Federal Trade Commission for vigorous investigation and for enforcement of the antitrust laws.

... The Government must continue its efforts to stop unfair selling practices which deceive investors, and unfair trade practices which deceive consumers.

REPUBLICANS

... We will follow principles of equal enforcement of the anti-monopoly and unfair competition statutes and will simplify their administration to assist the businessman who, in good faith, seeks to remain in compliance.

... At the same time, we shall relentlessly protect our free enterprise system against monopolistic and unfair trade practices.

to the Sales Executive who wants better advertising ...but thinks he can't afford it

By
"better advertising"

we mean . . .

- advertising that increases the order-getting power of your sales organization;
- advertising that increases the salesmen's chances of making more sales calls count;
- advertising that prepares the salesmen's way for closing more orders, by doing most of the pre-selling "telling";
- advertising that multiplies the circulation of your most effective sales story to more of your most likely prospects;
- advertising that increases sales and reduces unit sales costs.

*“Ditch-Digging”
Advertising*
is such advertising.*

“Ditch-Digging” Advertising takes its cue from your customers and prospects. (What do **THEY** want to know about your product?) Then it rolls up its sleeves and digs for sales by helping people buy. It may not be the cheapest kind of advertising, but it costs you less!

This agency specializes in applying the principles of "Ditch-Digging" Advertising to the selling of any product that requires pre-purchase deliberation on the part of the buyer.

We know what it takes to sell by helping people buy such products. We know how to make advertising an integral part of the sales operation by assigning to it those *informing* and *reminding* parts of the selling job that can be done most effectively and most economically by direct mail, publication advertising, booklets, catalogs, bulletins, displays, sales presentations, or other "mechanical" means of transmitting ideas and information.

We're set up to quickly relieve you and your advertising department of as much of the work and responsibility as you wish to delegate. If you're located east of the Mississippi and would like to discuss the possibility that you *can* afford a "Ditch-Digging" Advertising program, we'll be delighted to hear from you.

*Reg. U. S. Pat. Off.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N.Y. • Lexington 2-3135

“DITCH-DIGGING” ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

price, which then was at cost or a little less. The rise was merely enough to amortize equipment. As the milk business improved, the feed price was hiked a second and a third time. Selling it was really profitable.

Suppliers of the ingredients became interested. They did a hustling business, but calculated that their customer was doing even better. One went directly into competition but couldn't make a go of it. Several got together and offered to buy the project. They were given the formula and good will, but no firm promise that Point 4 couldn't step back if quality were allowed to deteriorate. That was several years ago. There's enough private competition now to keep the feed business, which Point 4 started, progressive.

Throughout Latin America there are spots where dairying has been changed, or is changing, from a struggle to squeeze out a thin living to modest comfort and discernible progress. It isn't always a matter of showing people something better, with complete assurance that they'll buy and use it. They change their minds; they outsmart you. Farmers somewhere are persuaded that they'll gain by periodically paying for the visits of a bull of good stock, which the richest among them agrees to buy on credit. Then he sees that installments on his loan leave him just a fraction of his receipts from fees which, moreover, would disappear altogether if bad times came. But such a fine bull would fetch a big return right away if loosed on the matadors. Point 4

bulls sometimes are kidnapped for that reason.

It's said that potatoes first were found in Peru. Those grown a few years ago by Peruvian farmers would have been spurned in our supermarkets. Such as they were, the growers lost half their crops to insects. They had to select the best for the market and put the poorest back in the ground. Deterioration was progressive.

An early step in reversing it was to lick insects. A farmer was induced to fence part of his potato field, where adequate insecticides were used. News got around over a 60-square mile marketing area and people went to look. They made arrangements for demonstrations on their own farms. After a season, everybody wanted insecticides and Point 4 set up shop. Sprayers were offered at cost or given free and insecticides at a slight profit. As crops improved, prices were increased until there was a profitable business local people would buy.

"SPEND ADVERTISING DOLLARS WHERE SALES DOLLARS ARE EARNED"

"I believe that advertising dollars should be spent where sales dollars are earned," says Frank A. Koelling, Sioux City, Iowa manager of the Benedict & Oosterhuis Co., food broker.



F. Koelling

"The products that we distribute are sold by dealers in retail food stores throughout Siouxland*," continues Mr. Koelling.

"These dealers, who are getting the sales dollars from our products, demand that advertising dollars be spent in the Sioux City Journal & Journal-Tribune newspapers. The reason for this demand: The Sioux City newspapers sell our food products to the 'Buy-Minded' people living in our retail trade area*."

Sioux City is located in the heart of the rich midwest, has metropolitan area population of 103,917 and is one of the top livestock markets in the Nation.

*Sioux City Retail Trade Area

(49 counties in Iowa, Nebraska, South Dakota, Minnesota)

Population—818,400 "Buy-Minded" People.

Take These Steps

First, insecticides were imported, but later Point 4 built a mixing plant, buying equipment and chemicals, rather than the finished product, in the United States. Plants were sold and manufacture of insecticide is becoming a Peruvian industry. Enlarged crops caused price slumps as farmers, all at the same time, went to market with them. Nobody was in the business of warehousing and there was no financial market for warehouse receipts. With temperature and moisture control equipment bought in the U.S., the Peruvian Government built warehouses at the suggestion of the Point 4 Bureau.

Ordinarily, these projects do not use up-to-date equipment which would be sold to Americans. Plowing equipment was needed in central America. Tractors were not feasible because there was no means of buying gas. A Bureau man remembered that 50-year-old farm tools were stored near his Texas home; he went back, looked them over, had them repaired and shipped. Newer equipment will be introduced when people can afford and are ready to use it.

A project can be harmful as well as good. There are places where wage rates are so low that spades are cheaper to use than steam shovels. Well meaning, you install a steam shovel and throw a community out of jobs. They don't thank you. You create an industry that makes more

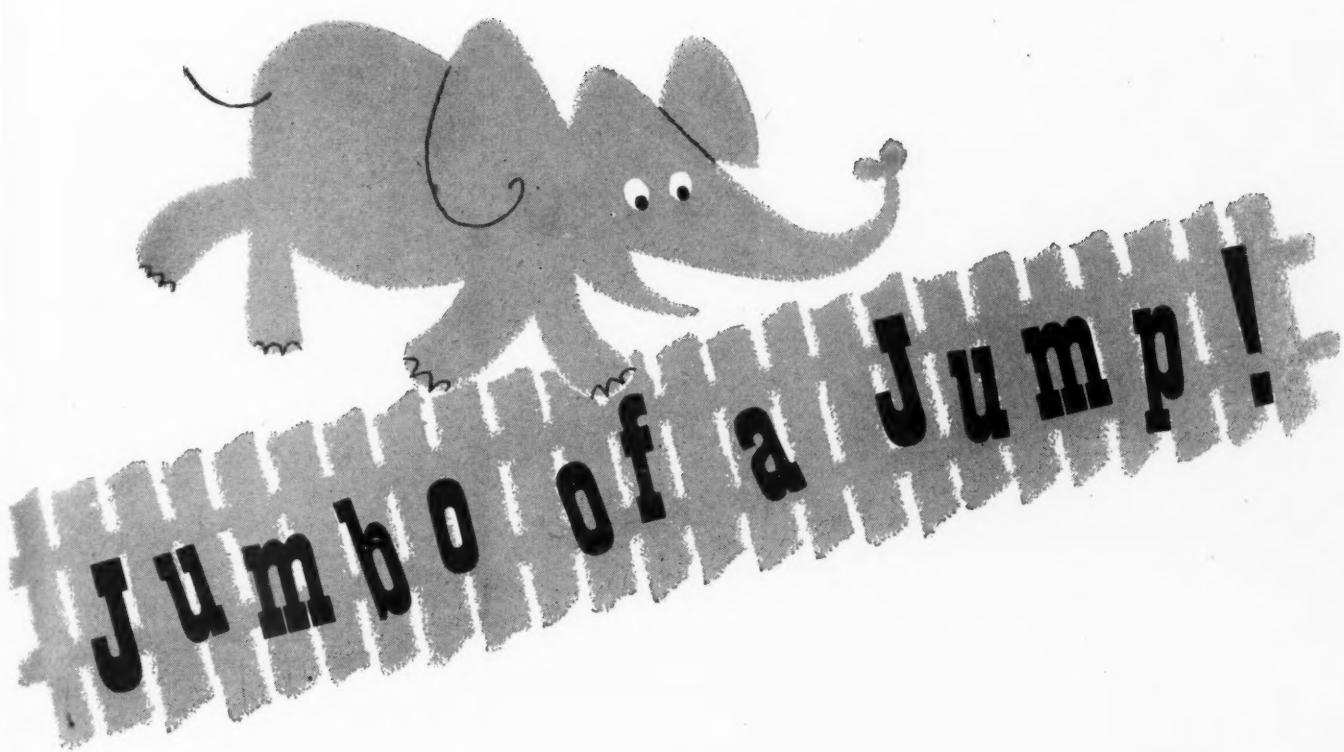
AD READERSHIP

The American Legion Magazine

	Noted	Seen Assoc.	Read Most
Black & White Page	33%	30%	7%
4 Color Page	53	51	9
2 Color Page	27	22	9
Black & White $\frac{1}{3}$ Page	23	22	8
Black & White $\frac{1}{2}$ Page	26	24	12
2 Color $\frac{1}{3}$ Page	37	36	10

Source: Starch Consumer Magazine Report, January-December, 1951.

2,700,000 ABC CIRCULATION GUARANTEE



Modern Romances leads all magazines in revenue increase on grocery store products advertising—with a giant jump of 43% for the 1st half of '52 over '51.

Modern Romances delivers the most concentrated market of young homemakers available... median age 23, 75% married... and *young* Modern Romances families spend 36% *more* on food than the average family!

These young, newly-formed families *need* to buy—and more and more leading advertisers sell them first, and keep them sold, through Modern Romances.



modern romances

America's Youngest Married Woman Audience

Prominent Users of Strathmore Letterhead Papers: No. 100 of a Series



The Jantzen diving girl trademark made her debut on a piece of advertising material issued in 1920. It is still used as a trademark on their swim suits.

Jantzen
Jantzen Co., Portland, Oregon 9-5-4

Strathmore **QUALITY** can be expressive for you!

A member of a rowing club in Portland, Oregon, unwittingly started the Jantzen Knitting Mills on their way to world-wide fame when he asked them to make him a pair of rowing trunks in the same rib-stitch used for sweater cuffs. Out of this order developed the idea for the bathing suit which not only revolutionized the industry, but was tremendously effective in arousing greater public interest in water sports, as well.

Creating a good product, however, is not enough to keep it ahead of competition. It must be continually improved and built on a solid foundation of *quality*. Jantzen Knitting Mills have always been aware of this and use quality throughout every phase of their business. Logically, they select a Strathmore letterhead paper to interpret their progressiveness and their quality background.

The texture and appearance of Strathmore letterhead papers convey an impression of quality. If your letterhead should be saying *quality* for you but doesn't, have your supplier show you some samples on Strathmore, and you'll see how richly expressive *quality* can really be.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond. Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.

STRATHMORE **MAKERS**
OF FINE
PAPERS
Strathmore Paper Company, West Springfield, Massachusetts

money than those surrounding it and so pays higher wages; farmers who can't compete with it for labor are indignant.

In Latin America, in contrast with other places, people seem ready to grasp opportunities as they are offered. A little bit on that continent goes a long way. You don't have to change people completely to enable them to enrich themselves. The trouble there is just the opposite. People are shrewd and alert—and impatient. They'll find uses for the equipment introduced to them more immediate than the slow progress Point 4 offers; they'll set a Point 4 Bureau into competition with another or with another agency, say of UN. Although their lives and methods of work are primitive, their attitudes are often as metropolitan as those of Wall Street brokers.

Most Receptive Nations

Point 4 had its start in Latin America back in 1942, long before it got its name. The Armed Services wanted various Latin American materials, which Latin America could produce only with help.

Latin America, perhaps, has been the most receptive. At first, most of the money was put up by the U.S. Today, on many projects, the U.S. will put up \$1 to \$20 by the Latin Americans. The present average is \$1 by us to \$3 by them.

Actual operations are handled by joint Latin American-United States bureaus created for the purpose and called "Servicios." A Servicio, once organized, will be pestered to death to take on new things. Men will discover secret formulas for distilling exquisite perfumes from grass; for making gorgeous fake jewelry from pebbles or sea shells; for cornering the coffee market. A project must get the OK of countless officials in Latin America and in the U.S. before it can be negotiated. Like a banker, the Servicio prefers conventional, stodgy things which have been tried before, usually in the U.S.

Excuse Us, Mr. Flood

In the June 1 feature, "275 Top-Paid Sales Executives," T. W. Flood, vice-president in charge sales, Original Equipment, the Electric Auto-Lite Co., was incorrectly credited with salary of \$66,601 and benefit payments of \$6,569, for the year 1950.

here today

and

here tomorrow

*that young woman
in her teens*



Big Buyer on her own!

Earnings and allowances give these girls \$3,700,000,000 a year to spend, fancy free.

Getting gifts galore!

Birthdays, Christmas, graduation, hope chest. Gifts she nearly always selects herself.

Coaching Mom, Dad!

Power in every field of family buying. She can pick a product...switch a brand.

Here comes the bride!

More girls wed at 18 than at any other age. Is your product on their shopping lists, for life?

THERE'S ONE BEST WAY TO REACH THE 7,500,000 YOUNG WOMEN IN THEIR TEENS:

seventeen sells!

NEW YORK • BOSTON • CHICAGO • HOLLYWOOD • ATLANTA

Retail Store Groups and Their

CITIES	*Allied Stores Corp. 401 Fifth Ave.	*Arkwright, Inc. 128 W. 31st St.	*Associated Merchandising Corp. 1440 Broadway	*Frederick Atkins, Inc. 11 W. 42nd St.	*Cavendish Corp. 1412 Broadway	*City Stores Mercantile Co., Co., Inc. 132 W. 31st St.	*Gimbel Bros., Inc. 116 W. 32nd St.	*Interstate Stores Buying Corp. 111 8th Ave.
Akron	A. Polasky	The Yeager Co. The Hower Corp.						Federman's
Albany								
Allentown								
Atlanta								
Baltimore	O'Neill & Co.	Brager-Eisenberg	Rich's, Inc. Hutzler Bros.	Hochschild, Kohn & Co.	Stewart & Co.	Franklin Simon		
Birmingham								
Boston	Jordan Marsh	Gilchrist Co. (4 stores)	Wm. Filene's Sons Co.	R. H. Stearns Co.	Chandler & Co.	Loveman, Joseph & Loeb R. H. White Corp.		
Bridgeport		Howland, D. G. Co.						
Brooklyn		Namm's, Inc.	Abraham & Straus			Franklin Simon Oppenheim, Collins & Co.		
Buffalo		E. W. Edwards & Son		Flint & Kent	The William Hengerer Co.	Oppenheim, Collins & Co.		
Canton		MacKenzie & Jones			J. B. Ivey & Co.			
Charlotte		Eiford's						
Chattanooga								
Chicago		Wieboldt Stores	Carson Pirie Scott & Co. The John Shillito Co. The Higbee Co.	Chas. A. Stevens & Co. The H. & S. Pogue Co. The Halle Bros. Co.			Saks 5th Ave.	
Cincinnati	Rollman & Sons							
Cleveland	Sterling-Lindner-Davis Co.					Franklin Simon		
Columbus	Morehouse-Fashion Co.							
Dallas	Titche-Goettinger Co.							
Dayton								
Denver								
Des Moines								
Detroit		The Ernst Kern Co.	The J. L. Hudson Co.				Saks 5th Ave.	
Duluth								Hill's

(Continued on page 42)

* For membership in small cities, see pages 45, 46, 48, 49, 50, 52, 53.

** For membership in Macy Corporate Buying Division and the May Department Stores Co., see page 45.

Department Store Membership in 18 New York Buying Groups

For all who sell to the department store market, here is an up-to-date tabulation of store affiliations. Listing covers membership in the U. S. A. and in foreign countries.

Since 1932 SALES MANAGEMENT, as a service to its readers, has published from time to time the names of the leading New York buying offices and their department store membership in 100 principal cities and small cities. So many sales executives are asking for this information that SM has once again revised the chart and

lists and is presenting them on the following pages.

On pages 40-45 only the membership in the principal cities is included—roughly, the 100,000 group. Membership in smaller cities is listed on pages 45-53. For most of the groups, therefore, the information on the chart is not complete without the

supplementary lists.

Scope and Setup

We point out here, as we did before, that there are only a few large stores that are not affiliated with one of the principal New York central buying organizations: Mandel Brothers, Chicago; Best & Co. and B. Altman & Co., New York City. Wanamaker has the buying power of two stores, one in Philadelphia and one in New York City. Lord & Taylor, James McCreery Co., New York, and Hahne & Co., Newark, N. J., also do their own buying.

Membership in Principal Cities **

								CITIES
*Felix Lilenthal & Co., Inc. 31-39 W. 34th St.	*Kirby, Block & Co., Inc. 130 W. 31st St.	*McGreevey, Werring & Howell, Inc. 225 W. 34th St.	*Mercantile Stores Co., Inc. 128 W. 31st St.	*Mutual Buying Syndicate, Inc. 11 W. 42nd St.	*National Dept. Stores Management & Buying Corp. 112 W. 38th St.	*William M. Van Buren 1457 Broadway	*Charles Weill, Inc. 101 W. 31st St.	
Akron D. G. Co.								Akron
	H. Leh & Co.							Albany
Julius Gutman & Co.	Hecht Bros. The Hub Burger-Phillips	Mayer's Parisian, Inc.						Allentown
								Atlanta
								Baltimore
Federman Co.								Birmingham
								Boston
Sattler's	Hens & Kelly, Inc.							Bridgeport
								Brooklyn
								Buffalo
Loveman's, Inc.		Miller Bros. Madigan Bros.						Canton
								Charlotte
								Chattanooga
								Chicago
Butler Bros.		McAlpin Co. (2 stores)						Cincinnati
Fries & Schule Co.								Cleveland
								Columbus
Perkins Bros.								Dallas
								Dayton
								Denver
								Des Moines
First St. Store	Apparel, Inc. Winkelman Bros.		Duluth Glass Block Store Co.					Detroit
								Duluth

(Continued on page 43)

For those who are unfamiliar with the scope and setup of the major groups, there are four types of buying "machinery" in the independent store field:

1. There are the individually operated and owned stores that buy from road salesmen and periodically send their own buyers to New York, Chicago, California and other markets.

2. There are the stores that purchase buying service from resident buying offices in New York. Stores served in this way have no connection with other stores served by the buying office, but they render greater service by combined market representation.

3. There are the various groups of stores that feel the need for having more than a buying service rendered by an office not controlled by them. These stores have merged their

efforts and set up a central organization in New York to

- (a) do research work;
- (b) do personnel work;
- (c) work out uniform methods of accounting;
- (d) exchange operating figures between stores;
- (e) study advertising methods and uniform selling plans;
- (f) perform a daily style service;
- (g) set up a central buying organization of specialists in each line to assist store buyers on their regular trips to New York, to buy for the store buyers when they are not in the market, to organize the buying of merchandise when volume can be used advantageously.

4. There are those stores that have exchanged their stocks for the stock of a holding company either privately or publicly held. In these cases the operations are similar to Class 3, only here there is financial control.

Buying Trends

The trend among the various groups of stores to band together to develop basic stock items according to specifications and to develop volume under private brands continues—such as **Affiliated Retailers** (the Macy-May group) and **National Merchandising Corp.** (the Felix Lilenthal & Co., Inc., group). Nevertheless, stores are continuing to promote national brands. One notable example on a national scale is **Gimbels Bros.**

Arkwright, Inc., has a program for collective centralized purchasing. However, it is not forcing private brands particularly, but through collective centralized purchasing it aims to give better service. **Arkwright** also regularly sends out an "executive letter" which covers world marketing conditions and provides facts and ideas for store owners and executives to use in their buying plans, advertising and sales promotion.

Retail Store Groups and Their

(Continued from page 40)

CITIES	*Allied Stores Corp. 401 Fifth Ave.	*Arkwright, Inc. 128 W. 31st St.	*Associated Merchandising Corp. 1440 Broadway	*Frederick Atkins, Inc. 11 W. 42nd St.	*Cavendish Corp. 1412 Broadway	*City Stores Mercantile Co., Inc. 132 W. 31st St.	*Gimbel Bros., Inc. 116 W. 32nd St.	*Interstate Stores Buying Corp. 111 8th Ave.
Elizabeth								
El Paso								
Fall River		R. A. McWhirr Co.						
Flint								
Fort Wayne		Frank D. G. Co.				Wolf & Dessauer Co.		
Fort Worth		W. C. Stripling Co.						
Grand Rapids	Herpolsheimer Co.	The Wurzburg Co.			Paul Steketee & Sons	The Wurzburg Co.		
Harrisburg		Pomeroy's						
Hartford								
Houston	Joske Bros.	Sage-Allen & Co.		G. Fox & Co.		Wise, Smith & Co.		
Indianapolis			Foley's L. S. Ayres & Co.	H. P. Wasson & Co.				
Kansas City, Mo.	Geo. B. Peck					Emery-Bird-Thayer Co.		
Knoxville		Deitch Bros. Miller & Paine						
Lincoln								
Little Rock								
Long Beach								
Los Angeles		Milliron's	Bullock's	J. W. Robinson Co.	Broadway Dept. Store			
Louisville					The Stewart D. G. Co.	Kaufman Straus Co.		
Memphis					J. Goldsmith & Sons Co.			
Miami		Morris Bros.	Burdine's Milwaukee-Boston Store Co.	T. A. Chapman Co.	Ed. Schuster & Co.			
Milwaukee			The Dayton Co.				Gimbel Bros., Inc.	Hill's
Minneapolis	L. S. Donaldson Co.				Powers D. G. Co.			
Nashville								
Newark								
New Bedford		New Bedford D. G. Co.						
New Haven								
New Orleans		Shartenberg's Marks Isaacs						
New York City	Stern Bros.		Bloomingdale Bros.					
Norfolk								
Oakland		W. G. Swartz Co.	H. C. Capwell Co.					
Oklahoma City		Kahn's						
Omaha		J. L. Brandeis & Sons	Haliburton's		Thomas Kilpatrick & Co.			

(Continued on page 44)

* For membership in small cities, see pages 45, 46, 48, 49, 50, 52, 53.

** For membership in Macy Corporate Buying Division and the May Department Stores Co., see page 45.

Mutual Buying Syndicate, Inc., has in operation for its independent store group a program for collective purchasing: "Forward Marketing Program." It is designed to benefit both retailer and manufacturer. This program was recently implemented under the leadership of a number of store executives making up a Forward Planning Committee which is headed by Charles G. Nichols, president of McKelvey's department store, Youngstown, O. The committee selects key items for major volume departments to be developed each month by Mutual, and their participation in the program, Mutual management reports, is helping to foster a closer working partnership between the stores and the New York office.

Mutual is also helping retailers to increase their volume with the publication this spring of two group catalogs: one for notions departments running over 1,500,000 in circulation and one for housewares departments running over 1,250,000 in circulation.

Interstate Stores Buying Corp., in addition to its wholly owned store operation, provides complete buying services for other retail organizations through its Affiliated Store Program. These services, in addition to the purchase of merchandise, include a complete sales promotional program, a private brand program in soft and hard lines, complete unit control facilities and the access to all central office facilities of Interstate on a consultant basis. The Affiliated Store

Program caters to retail organizations of all types with volumes from \$350,000 to \$3,000,000 annually. At present there are 14 participants in Interstate's program, including complete department stores, junior department stores, small specialty chains, and others.

Frederick Atkins, to face the competition ahead for independent stores, is making more effective use of consumer and market research to direct statistics and trends toward desirable volume and profit objectives. With this approach, this buying office believes, independently owned stores will more than hold their own at the local level with chain competition and do better than their competitors Federal-Reserve-wise.

Membership in Principal Cities** —Cont.

(Continued from page 41)

*Felix Lilenthal & Co., Inc. 31-39 W. 34th St.	*Kirby, Block & Co., Inc. 130 W. 31st St.	*McGreevey, Werring & Howell, Inc. 225 W. 34th St.	*Mercantile Stores Co., Inc. 128 W. 31st St.	*Mutual Buying Syndicate, Inc. 11 W. 42nd St.	*National Dept. Stores Management & Buying Corp. 112 W. 38th St.	*William M. Van Buren 1457 Broadway	*Charles Weill, Inc. 101 W. 31st St.	CITIES
	R. J. Goerke Co. Popular D. G.							Elizabeth El Paso Fall River Flint Fort Wayne Fort Worth Grand Rapids
Boston Store Leonard Bros. Vanderveen's	Hutner Bros.	R. E. Cox D. G. Co.		Monnig D. G. Co.		The Fair Strauss Shop		
	Fellers, Inc.			Bowman's		Wm. B. Schlesner Store		Harrisburg
	White House Store (Meyer Bros.)	Albert Steiger, Inc.		Brown-Thomson	Levy Bros. D. G. Co.	Gillman, Inc. Sakowitz Bros. Byrd's Mindlin's, Inc.		Hartford Houston Indianapolis Kansas City, Mo. Knoxville
	S. H. George & Sons	Miller's, Inc.	The Jones Store Co. (2 stores)	Wm. H. Block Co.			Gold & Co.	Lincoln Little Rock Long Beach Los Angeles Louisville
The Gus Blass Co. Walker's, Inc.	Pfeifer Bros.			M. M. Cohn Co. Buffum's		Switzer's, Inc.		
	Ben Snyder		J. Bacon & Sons				Levy Bros.	
		John Gerber Co.			Bry Block Mercantile Corp.	Halle-on-Main		Memphis
	Byron's Dept. Store	A. Goldmann & Sons					Smartwear-Emma Lange	Miami Milwaukee Minneapolis
		Cain-Sloan	Castner-Knott D. G. Co.	The Harvey Co.		Grace's, Inc.		Nashville
			C. F. Wing & Co.	Kresge-Newark				Newark New Bedford
Krauss Co.	Chas. A. Kaufman Hecht Bros. Alexander's	Mayer-Israel's		Edw. Malley Co.		Hamilton & Co. Kreeger Store		New Haven New Orleans New York City
L. Snyder Co.	Altschul's	Smith & Welton Westbrook Co.		Ames & Brownley		Paul H. Rose Corp.		Norfolk Oakland
	Union Outfitting Co.			John A. Brown		Sherwood Swan & Co. Kerr's		Oklahoma City Omaha
						Fred & Clark Hans, Inc.		

(Continued on page 45)

A New Group

A new retail operation coming up in the fall is that of Fedway Stores, Division of Federated Department Stores, Inc. These stores will be one of the nation's largest retailing groups, it's reported. They will be located in medium-size and smaller cities with outstanding growth records and important defense and industrial activities. The name Fedway signifies "The Federated Way of Retailing."

There will be seven stores in the first group, all in the Southwest. The first two stores to be opened: Wichita Falls, Tex., October 1, and Corpus Christi, Tex., October 15. Five others will be opened in 1953: Amarillo, Long View and Midland, Tex.; Albuquerque, N. M.; Westwood, Los Angeles, Calif.

Fedway stores will concentrate primarily on mass, middle-of-the-road price levels. The atmosphere will be in the middle and upper ranges. Price emphasis will be in the vital middle range.

All of Fedway's buying is to be done at the company's New York office, 1680 Broadway. Individual store managers will be able to requisition merchandise they want from the buyers, but essentially buyers' jobs will be to contact all sources in the market and buy the best possible merchandise Fedway customers want. They will utilize techniques and economies of centrally-directed

chain operations and pioneer in adapting them to full-scale needs of complete, full-service, fashion-minded department stores.

Because these stores are neither chains nor individual department stores, but actually a chain of department stores keyed for their own communities, Fedway expects to buy from three producing groups: chain store resources, department store resources, and resources that produce for both chain and department stores.

The New York office will enable resources to have one point of call for covering seven stores in some of the richest areas of the Southwest. "Thus, in one package," Fedway management points out, "manufacturers will have a chance to domin-

Retail Store Groups and Their

(Continued from page 42)

CITIES	*Allied Stores Corp. 401 Fifth Ave.	*Arkwright, Inc. 128 W. 31st St.	*Associated Merchandising Corp. 1440 Broadway	*Frederick Atkins, Inc. 11 W. 42nd St.	*Cavendish Corp. 1412 Broadway	*City Stores Mercantile Co., Inc. 132 W. 31st St.	*Gimbels, Inc. 116 W. 32nd St.	*Interstate Stores Buying Corp. 111 8th Ave.
Paterson	Quackenbush Co.	Block & Kuhl	Strawbridge & Clothier	George Allen		Oppenheim Collins & Co.	Saks 5th Ave. Gimbels, Inc.	Peoria D. G. Co.
Peoria						Lit Bros. (2 stores)		
Philadelphia								
Pittsburgh		Albert J. Mannmann Co. Champion Stores, Inc.	Joseph Horne	Pittsburgh Mercantile Co.			Gimbels, Inc. Saks 5th Ave.	
Portland, Ore.		Olds & King The Shepard Co.		Gladding's, Inc.				
Providence								
Reading	Pomeroy's	C. K. Whitner Co.	Thalhimer Bros. B. Forman Co.	Miller & Rhoads Sibley, Lindsay & Curr Co.				Read's
Richmond								
Rochester		E. W. Edwards & Son Lewis						
Sacramento								
St. Louis			Stix, Baer & Fuller Co.		Scruge-Vandervoort-Barney			
St. Paul	The Golden Rule	Schuneman's Keith O'Brien		Field-Schlick, Inc.		Auerbach Co.		
Salt Lake City								
San Antonio	Joske Bros.							
San Diego		Grand Stores Co.	The Emporium	The Marston Co. City of Paris		Raphael Weill & Co.	Saks 5th Ave.	
San Francisco								
Scranton		Scranton D. G. Co.				Cleland Simpson Co.		
Seattle	The Bon Marche							
Sioux City								
Spokane		The Bon Marche						
Springfield, Mass.								
Syracuse	Dey Bros. Co.	E. W. Edwards & Son Rhodes Bros.						
Tacoma	The Bon Marche							
Tampa		Maas Bros.						
Terre Haute								
Toledo								
Trenton								
Tulsa								
Washington, D. C.								
Wheeling								
Wichita								
Wilkes-Barre	Pomeroy's							
Wilmington								
Worcester								
Youngstown		John C. MacInnes						

* For membership in small cities, see pages 45, 46, 48, 49, 50, 52, 53.

** For membership in Macy Corporate Buying Division and the May Department Stores Co., see page 45.

ate in these new upsurging southwestern centers now catering to more than a million and a half people."

Stocks will consist of nationally advertised brands, private brands, own brands and non-brand merchandise. Each department's brand composition will vary by merchandise classification in light of what customers in the communities want, customer habits and brand type strength. Fedway management says it will meet the chain's top price best-seller items head-on with equivalent value. But in determining the extent to which it will stock higher price merchandise,

it will be guided by local demand.

The Suburban Store

According to *Department Store Economist*, "nothing has happened in the department store business in the past 20 years that even remotely compares in importance and significance with the growth of suburban branches—for the opening of branches is the industry's forthright answer to the prophets of doom, and an answer that appears to insure the continued supremacy of department stores. . . . They live on and expand the prestige of the downtown store, add substan-

tially to sales volume and, in fact, are growing at a much faster pace than downtown stores. They operate at 6 points lower expense and produce 10 points more profit than the same added volume would produce downtown. . . . Except that the big cities themselves have grown too, most downtown stores would be actually aware by now that without suburban branches they are getting only the big-ticket business and no longer the big volume convenience trade of their former customers who have moved suburbanward. Since Mrs. Mohammed won't come to the mountain,

Membership in Principal Cities**—Cont.

(Continued from page 43)

*Felix Lilienthal & Co., Inc. 31-39 W. 34th St.	*Kirby, Block & Co., Inc. 130 W. 31st St.	*McGreevey, Werring & Howell, Inc. 225 W. 34th St.	*Mercantile Stores Co., Inc. 128 W. 31st St.	*Mutual Buying Syndicate, Inc. 11 W. 42nd St.	*National Dept. Stores Management & Buying Corp. 112 W. 38th St.	*William M. Van Buren 1457 Broadway	*Charles Weill, Inc. 101 W. 31st St.	CITIES
The B. & M.	P. A. Bergner & Co.			Snellenburg's	Frank & Seder of Philadelphia		Jos. Szold & Son Blauner's	Paterson Peoria Philadelphia
Chas. F. Berg The Outlet Co.		May Stern Co.		Boggs & Buhl	Rosenbaum Co. of Pittsburgh Frank & Seder of Pittsburgh Lipman, Wolfe & Co.		Harris Stores Co.	Pittsburgh
		Roberts Bros.		Callender, McAuslan & Troup Co.			Fred Meyer	Portland, Ore. Providence
				McCurdy & Co.				Reading Richmond Rochester
					The Emporium Zion's Cooperative Mercantile Institution		Boyd-Richardson Co.	Sacramento St. Louis
							The Paris Co.	St. Paul Salt Lake City
					The Wolff & Marx		Frost Bros. Otto Boerner Co.	San Antonio
Walker-Scott Corp.	Whitney & Co. Butler Bros.		Hale Bros. Dept. Stores				H. Liebes & Co.	San Diego San Francisco
	Butler Bros.	MacDougall & Southwick	Rhodes of Seattle					Scranton Seattle
	Palace Store Albert Steiger L. A. Witherill		Forbes & Wallace C. E. Chappell & Sons					Younker -Davidson's Sioux City Spokane
	O. Falk's Schultz & Co.	The People's Store						Springfield, Mass. Syracuse
	Yard Store	Root D. G. Co. The Lion D.G. Co.	Lamson Bros. S. P. Dunham Co. Brown-Dunkin					Tacoma Tampa Terre Haute Toledo
Goldenberg Co.	The Hecht Co.	L. S. Good & Co.	Stone & Thomas	Goldberg's Corp.			Seidenbach's H. Zirkin & Son	Trenton Tulsa
	Spine's Clothing Fowler, Dick-Walker Kennard, Pyle Co.	Crosby & Hill	Buck's, Inc.				S. Kann Sons	Washington, D.C. Wheeling
	The Central Store		The Lazarus Store	Denholm & McKay Co. G. M. McElveen Co.			Geo. Innes Co. Bergman's Wilmington D.G. Co. Barnard Sumner & Putnam	Wichita Wilkes Barre Wilmington Worcester
								Youngstown

the mountain is moving to Mrs. Mohammed in the form of suburban replicas of her favorite downtown stores."

The following chart and lists are copyrighted and may not be reprinted without permission from SALES MANAGEMENT.

Macy Corporate Buying Division
Herald Square
Membership in Principal Cities
Atlanta Davison-Paxon
Brooklyn Macy's Flatbush

Kansas City Macy's Kansas City
Newark L. Bamberger
New York Macy's New York
San Francisco Macy's San Francisco
Toledo Lasalle & Koch

The May Department Stores Co. 1440 Broadway

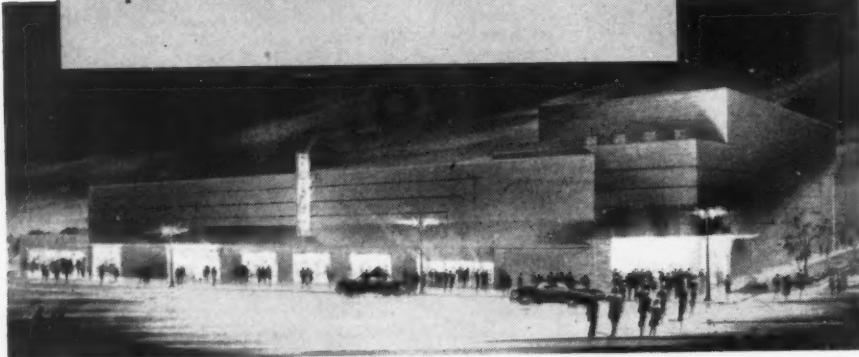
Membership in Principal Cities

Akron	M. O'Neill Co.
Baltimore	The May Co.
Cleveland	The May Co.
Denver	The May Co.
Los Angeles	The May Co.
Pittsburgh	Kaufman's
St. Louis	Famous-Barr
Sioux City	T. S. Martin Co.
Youngstown	Strouss-Hirshberg

Allied Stores Corp.

1 Baker, Ore. C. C. Anderson Stores Co.
1 Blackfoot, Idaho C. C. Anderson Stores Co.
1 Boise, Idaho C. C. Anderson Stores Co.
2 Butler, Pa. Troutman-Reiber Co.
2 Connellsville, Pa. A. E. Troutman Co.
2 Dubois, Pa. A. E. Troutman Co.
Easton, Pa. William Laubach & Sons
Everett, Wash. The Bon Marche
Flushing, N. Y. B. Gertz, Inc.
Framingham, Mass. Jordan Marsh Co.
1 Grand Junction, Colo. C. C. Anderson Stores Co.
Great Falls, Mont. The Paris of Montana
1 Branches of C. C. Anderson Stores Co., Boise, Idaho
2 Branches of A. E. Troutman Co., Greensburg, Pa.

**Sears Selects
DAVENPORT, IOWA
QUAD-CITIES' SHOPPING CENTER
FOR NEW
\$3-MILLION STORE**



and LEADING
ADVERTISERS CHOOSE
**THE DAVENPORT
NEWSPAPERS**
QUAD-CITY
LINEAGE LEADERS

**Use the
Davenport
Newspapers**

Sears Roebuck's plans to erect a new \$3-million store in Davenport prove once again that Davenport is the Quad-Cities' outstanding shopping center. The DAVENPORT NEWSPAPERS give complete coverage of the rich \$402,000,000 Quad-City market — Davenport, Iowa; Rock Island, Moline and East Moline, Illinois — and are unquestioned lineage leaders in this area. Only these newspapers provide home-delivered circulation throughout the Quad-Cities.

**MORNING
DEMOCRAT**

Evening
DAILY TIMES

Sunday
DEMOCRAT & TIMES

Serving the Quad-Cities of

DAVENPORT, IOWA; ROCK ISLAND, MOLINE, and EAST MOLINE, ILLINOIS
HEADQUARTERS: DAVENPORT, IOWA

Represented Nationally by JANN & KELLEY, INC.

Allied Stores Corp. (cont.)

Greensboro, N. C....The Meyer's Co.
2 Greensburg, Pa....A. E. Troutman Co.
1 Idaho Falls, Idaho
C. C. Anderson Stores Co.
2 Indiana, Pa.....A. E. Troutman Co.
Jackson, Mich.....L. H. Field Co.
Jamaica, L. I., N. Y....B. Gertz, Inc.
Lake Charles, La....The Muller Co., Ltd.
2 Latrobe, Pa.....S. P. Reed Co.
Lebanon, Pa.....Louis Samler, Inc.
1 Lewiston, Idaho
C. C. Anderson Stores Co.
1 Logan, Utah..C. C. Anderson Stores Co.
Longview, Wash.....The Bon Marche
Lowell, Mass.....The Bon Marche
Lynchburg, Va.....
C. M. Guggenheim Corp.
Malden, Mass.....F. N. Joslin Co.
Muskegon, Mich.....
Hardy-Herpolzheimer Co.
2 New Castle, Pa.....
New Castle D. G. Co.
Northgate, Wash....The Bon Marche
1 Ogden, Utah..C. C. Anderson Stores Co.
1 Pendleton, Ore.....
C. C. Anderson Stores Co.
Pontiac, Mich.....Waites's, Inc.
Pottsville, Pa.....Pomeroy's, Inc.
1 Pueblo, Colo.....
C. C. Anderson Stores Co.
Rapid City, S. D....L. S. Donaldson Co.
1 Richland, Wash.....
C. C. Anderson Stores Co.
St. Petersburg, Fla....Maas Bros., Inc.
Savannah, Ga..Levy's of Savannah, Inc.
Springfield, Mo.....Heer's, Inc.
1 Twin Falls, Idaho
C. C. Anderson Stores Co.
Walla Walla, Wash...The Bon Marche
2 Warren, Pa.....Metzger-Wright Co.
Waterloo, Ia.....James Black D. G. Co.
Yakima, Wash.Barnes-Woodin Co.

Arkwright, Inc.

Altoona, Pa.....The Wm. F. Gable Co.
Ashland, Ky....Ashland D. G. Co., Inc.
Auburn, N. Y.....Auburn D. G. Co.
Augusta, Me.....D. W. Adams Co.
Bakersfield, Calif.....Weill's
Bay City, Mich....H. G. Wendland Co.
Bethlehem, Pa.....Bush & Bull Corp.
Binghamton, N. Y.....
Hills McLean & Haskins
Braddock, Pa.....
Ohringer Home Furniture Co.
Bristol, Conn.....The Muzzy Bros. Co.
Cambridge, Mass...J. H. Corcoran & Co.
Charleston, W. Va.....Diamond Store
Corning, N. Y.....The Rockwell Co.
Covington, Ky.....John R. Coplin Co.
Easton, Pa.....Orr's Dept. Store, Inc.
Elmira, N. Y.....S. F. Iszard Co.
Endicott, N. Y.....McLean's
Erie, Pa.....
Trask, Prescott & Richardson Co.
Fargo, N. D.....Herbst Dept. Store
Findlay, O.....Patterson's
Fresno, Calif.....Fresno D. G. Co.
Geneva, N. Y....J. W. Smith D. G. Co.
Gloucester, Mass...William G. Brown Co.
Grand Forks, N. D.....R. B. Griffith
Great Falls, Mont.....
Buttrey Associates, Inc.
Hackensack, N. J.....
Packard Bamberger Co.
Hamilton, O.....Wilmur's
Hazleton, Pa.....The Leader Store
Herkimer, N. Y.....
H. G. Munger & Co., Inc.

1 Branches of C. C. Anderson Stores Co., Boise,
Idaho
2 Branches of A. E. Troutman Co., Greensburg,
Pa.

SALES MANAGEMENT

TREASURE MAP

...1952



DELAWARE VALLEY, U.S.A.

— the Greater Philadelphia Market!



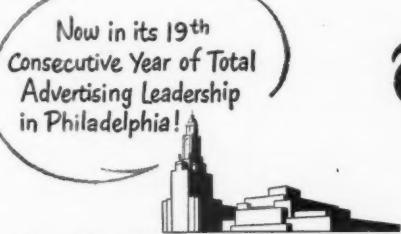
FROM TRENTON TO WILMINGTON
 ... centered around booming Philadelphia ... you'll find the Delaware Valley. Second center of shipping and commerce in the United States, this region bustles with more diversified industrial activity than any other in the world.



ALREADY THE WORLD'S GREATEST INDUSTRIAL AREA, the Delaware Valley focuses on the future, builds for the future. By 1955, well over \$2 billion will have been spent on postwar construction in the Delaware Valley. More people, more income, more sales ahead!



THE INQUIRER, first and foremost constructive force throughout the Delaware Valley, constantly encourages and promotes Valley progress. As an advocate for both people and industry in this whole area, there's no topping **THE INQUIRER'S** influence.

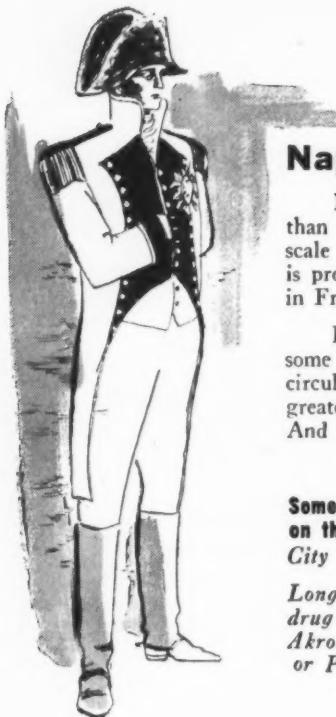


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Napoleon was a tall man

Napoleon was not as short a man as some believe. The facts: He was taller than the average man of his nationality . . . five feet six and a half inches by our scale of measurement, a fact verified at his death. The error concerning his height is probably due to the fact that his correct height is given as five feet two inches in French measure.

Los Angeles newspapers do not effectively cover the Long Beach market as some believe. The facts: The Long Beach Press-Telegram has over 5 times as much circulation in the Long Beach city zone as any Los Angeles newspaper and 97.5% greater city zone coverage than all 5 Los Angeles daily newspapers combined. And . . . 95.3% greater circulation than the other Long Beach daily newspaper.

**Some thumb-nail statistics
on the Long Beach Market**
City zone population, 285,502.

*Long Beach families buy more in
drug stores than the families in
Akron, Rochester, Birmingham,
or Providence.*

LONG BEACH

PRESS-TELEGRAM

LONG BEACH, CALIFORNIA

Represented Nationally by Cresmer & Woodward, Inc.

Sources: "You're Wrong About That," published by the Rodale Press. Audit Bureau of Circulations Report, March 31, 1951. Sales Management Survey of Buying Power, May, 1952

Arkwright, Inc. (cont.)

Holden, W. Va....Island Creek Stores, Inc.
Hornell, N. Y....Tuttle & Rockwell Co.
Huntington, N. Y.Hartmann's, Inc.
Indiana, Pa.Brody Bros.
Jackson, Mich.Glasgow's, Inc.
Jamestown, N. Y.Abrahanson-Bigelow Co.
Johnstown, Pa.Penn Traffic Co.
Lafayette, Ind.Loeb's, Inc.
Lancaster, Pa.Hager & Bro., Inc.
Lansing, Mich.F. N. Arbaugh Co.
Lexington, Ky.The Mitchell Baker Smith Co.
Lowell, Mass.A. G. Pollard Co.
Lynchburg, Va.Snyder & Berman, Inc.
Lynn, Mass.T. W. Rogers Co.
Manchester, Conn.J. W. Hale Corp.
Manchester, N. H.Jas. W. Hill Co.
Meadville, Pa.The Crawford Store, Inc.

Meriden, Conn.Ives, Upham & Rand Co.
Miami Beach, Fla.Morris Bros.
Middletown, Conn.Jas. H. Bunce Co.
Middletown, N. Y.Tompkins D. G. Co.
Middletown, O.Central Store, Inc.
New Brunswick, N. J.P. J. Young D. G. Co.
Norristown, Pa.Chatlin's Dept. Store
Ogdensburg, N. Y.Empsall-Clark Co.
Olean, N. Y.Bradner's
Painesville, O.Gail G. Grant Co.
Pasadena, Calif.T. W. Mather Co., Inc.
Perry, N. Y.Rockwell-Perry Co., Inc.
Perth Amboy, N. J.Reynolds Bros., Inc.
Phoenix, Ariz.Korrick's, Inc.
Pittsfield, Mass.England Bros., Inc.
Port Huron, Mich.J. B. Sperry Co.
Provo, UtahTaylor's

Roanoke, Va.N. W. Pugh Co., Inc.
Saginaw, Mich.Wm. C. Wiechmann Co.
San Pedro, Calif.Lewis Schenectady, N. Y.H. S. Barney Co.
Sioux Falls, S. D.Fantle Bros., Inc.
Springfield, O.Springfield Richards, Inc.
Steubenville, O.Reiner's, Inc.
Union City, N. J.A. Holthausen
Utica, N. Y.Berger's Dept. Store
Waco, Tex.Monnig's
Waterbury, Conn.Howland-Hughes Co.
Watertown, N. Y.Frank A. Empsall & Co.
Wausau, Wis.Heinemann Bros.
Wellsville, N. Y.Rockwell Bros. & Co., Inc.
West Palm Beach, Fla.Palm Beach Mercantile Co.
Wooster, Ohio.H. Freedlander Co.
Yakima, Wash.W. E. Draper, Inc.
York, Pa.Charles H. Bear & Co.

Associated Merchandising Corp. (Foreign Dept.)

Canada.Hudson's Bay Co. Retail Stores
Canal Zone.Panama Canal Co.
Honolulu, Hawaii.Liberty House
London, England.Harrods, Ltd.
South Africa.Garlick, Ltd.
South Africa.John Orr & Co.
Stockholm, Sweden.Nordiska Kompaniet
Sydney, Australia.Farmer & Co., Ltd.

Frederick Atkins, Inc.

Cedar Rapids, Ia.The Killian Co.
Colorado Springs, Colo.Daniels & Fisher
Hempstead, N. Y.Franklin Shops, Inc.
Madison, Wis.Harry S. Manchester, Inc.
Phoenix, Ariz.Goldwaters

Poughkeepsie, N. Y.Lucky Platt & Co.
St. Joseph, Mo.Townsend & Wall
South Bend, Ind.George Wyman & Co.

Frederick Atkins (Foreign Dept.)

Hamilton, Bermuda.Trimingham Bros., Ltd.
Montreal, Canada.Henry Morgan & Co., Ltd.

Cavendish Trading Corp.

Ashville, N. C.Ivey's, Inc.
Daytona Beach, Fla.Yowell-Drew-Ivey Co.
Greenville, S. C.Ivey-Keith Co.
Ogden, Utah.L. R. Samuels Co.
Orlando, Fla.Yowell-Drew-Ivey Co.
Raleigh, N. C.Ivey-Taylor Co.

City Stores Mercantile Co., Inc.

Bay Shore, N. Y.Hearn Dept. Stores
Bronx, N. Y.Hearn Dept. Stores
East Orange, N. J.Oppenheim Collins Co.
East Orange, N. J.Franklin Simon & Co.
Garden City, N. Y.Oppenheim Collins Co.
Garden City, N. Y.Franklin Simon & Co.
Greenwich, Conn.Franklin Simon & Co.
Hackensack, N. J.Oppenheim Collins Co.
Haddonfield, N. J.Oppenheim Collins Co.
Huntington, N. Y.Oppenheim Collins Co.
Morristown, N. J.Oppenheim Collins Co.
Newton, Mass.Franklin Simon & Co.
Westport, Conn.Franklin Simon & Co.
Upper Darby, Pa.Lit Brothers

Gimbel Brothers, Inc.

Beverly Hills, Calif. Saks 5th Avenue
 Miami Beach, Fla. Saks 5th Avenue
 Palm Beach, Fla. Saks 5th Avenue
 Princeton, N. J. Saks 5th Avenue

Interstate Stores Buying Corp.

Anderson, Ind. Hill's
 Aurora, Ill. Aurora D. G. Co.
 Battle Creek, Mich. Grand Leader
 Belleville, Ill. Carroll House
 Davenport, Ia. Hill's
 Decatur, Ill. Decatur D. G. Co.
 Evansville, Ind. Evansville D. G. Co.
 Evansville, Ind. The Evansville Store
 Fond du Lac, Wis.
 Fond du Lac D. G. Co.
 Green Bay, Wis. Hill's
 Hartford, Wis. Carroll House
 Huntington, Ind. Carroll House
 Huntington, W. Va.
 Huntington D. G. Co.
 Jackson, Mich. Stillman's
 Lansing, Mich. Lansing D. G. Co.
 Madison, Wis. Hill's
 Marion, Ind. Hill's
 Muncie, Ind. Stillman's
 Muncy, Pa. Carroll House
 Paducah, Ky. Paducah D. G. Co.
 Port Huron, Mich. Carroll House
 Racine, Wis. Racine D. G. Co.
 Rockford, Ill. Rockford D. G. Co.
 Sheboygan, Wis. Hill's Dept. Store
 South Bend, Ind. Grand Leader
 Springfield, Ill. Springfield D. G. Co.
 Springfield, O. Boston Store
 Staunton, Va. Carroll House
 Troy, N. Y. Stanley's
 Utica, N. Y. Boston Store
 Vincennes, Ind. Hill's

Waukegan, Ill. Waukegan D. G. Co.
 West Bend, Wis. Carroll House
 Williamsport, Pa. Carroll House
 York, Pa. Stillman's

Felix Lilienthal & Co.

Alexandria, La. Weiss & Goldring
 Bakersfield, Calif. Brock, Malcolm Co.
 Baton Rouge, La. Erick Sternberg
 Beacon, N. Y. Schoonmaker & Sons
 Beaumont, Tex. The Fair, Inc.
 Fort Dodge, Ia. Gates D. G. Co.
 Grand Island, Neb. S. N. Wölbach
 Indio, Calif. Harris Co.
 Jackson, Miss. The Emporium
 Lake Charles, La. The Fair, Inc.
 Lexington, Ky. Purcell's
 Meriden, Miss. Marks Rothenberg
 Mobile, Ala. L. Hammel D. G. Co.
 Napa, Calif. W. R. Carithers Sons
 Newburgh, N. Y. Schoonmaker & Sons
 Phoenix, Ariz. Diamond D. G. Co.
 Port Arthur, Tex. The Fair, Inc.
 Raleigh, N. C. Boylan Pearce, Inc.
 Redlands, Calif. Harris Co.
 San Bernardino, Calif. Harris Co.
 San Jose, Calif. L. Hart & Son
 Santa Monica, Calif. H. C. Henshey Co.
 Santa Rosa, Calif. W. R. Carithers Sons
 Vallejo, Calif. W. R. Carithers Sons

**Felix Lilienthal & Co.
(Foreign Dept.)**

Capetown, South Africa. Simon Davis
 Capetown, South Africa. Stuttaford's
 Halifax, Nova Scotia.
 Robert Simpson Co.
 Hamilton, Bermuda. H. A. & E. Smith
 Johannesburg, S. Africa. H. Boyer Pty.
 Johannesburg, S. Africa. Stuttaford's

Liverpool, England. Lewis's, Ltd.
 London, England. Lewis's, Ltd.
 London, England. William Whitley, Ltd.
 Manchester, England. Lewis's, Ltd.
 Montreal, Que., Canada. Robert Simpson
 Regina, Sask., Canada. Robert Simpson
 Toronto, Ont., Canada. Robert Simpson
 Zurich, Switzerland.
 Oscar Weber A. G. (Chn.)

Kirby, Block & Co., Inc.

Alexandria, La. Wellan's
 Allentown, Pa. H. Leh & Co.
 Alliance, O. Spring Holzwarth, Inc.
 Altoona, Pa. Bon Ton Dept. Store
 Ardmore, Okla. Daube's
 Asbury Park, N. J. Steinback Co.
 Asheville, N. C. Bon Marche
 Ashtabula, O. Carlisle Allen Co.
 Atlantic City, N. J. M. E. Blatt Co.
 Aurora, Ill. S. S. Sencenbaugh Co.
 Austin, Tex. E. M. Scarbrough & Sons
 Bangor, Me. Freese's
 Baton Rouge, La. Dalton Co.
 Bloomington, Ill. Roland Dept. Store
 Bristol, Tenn. H. P. King Co.
 Champaign, Ill. Lewis & Co.
 Cedar Rapids, Ia. Wolf's
 Corinth, Miss. Abe Rubel & Co.
 Council Bluffs, Ia. Krasne Bros. Sons
 Cumberland, Md. Maurice's Dept. Store
 Danville, Ill. Meis Bros.
 El Centro, Calif. M. O. King Co., Inc.
 Elgin, Ill. Joseph Spiess Co.
 Elmira, N. Y. Rosenbaum's
 Fort Smith, Ark. Pollack Stores
 Grand Island, Neb. S. N. Wolbach Co.
 Greenfield, Mass. John Wilson & Co.
 Greenville, S. C. Meyers-Arnold Co.

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445 North Lake Shore Drive
Dept. S-80, CHICAGO 11
Whitehall 4-3215

1016 North Sycamore Avenue
Dept. S-80, HOLLYWOOD 38
Hillside 5171

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record
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Self-Service Rack Key to Freezer-Pack Sales

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Kirby, Block (cont.)

Hamilton, O. Robinson Schwenn Co.
Harrisonburg, Va. Jos. Ney Co.
Hazelton, Pa. P. Deisroth's Sons
Johnson City, Tenn. King's, Inc.
Johnstown, Pa. Glosser Bros.
Kalamazoo, Mich. J. R. Jones Sons
Lansford, Pa. Bright Stores, Inc.
Lexington, Ky. Ben Snyder
Lima, O. R. T. Gregg & Co.
Lubbock, Tex. The Dunlap Co.
Lynchburg, Va. D. Moses & Co.
Macon, Ga. Burden Smith Co.
Manitowoc, Wis. Schuette Bros., Inc.
Mason City, Ia. Damon's, Inc.
Middletown, Conn. Wrubel's, Inc.
Middletown, O. John Ross Store
Montgomery, Ala. Nachman & Meertief
New Britain, Conn. Raphael's Dept. Store
New Kensington, Pa. Silverman's
Niagara Falls, N. Y. Krausmann's, Inc.
Owensboro, Ky. S. W. Anderson & Co.
Port Huron, Mich. The Winkelman Co.
Portsmouth, Va. Blumberg's
Pottsville, Pa. Weiss, Est. of S. S.
Riverhead, L. I., N. Y. Jacob Meyer, Inc.
Saginaw, Mich. Winkelman Bros. Apparel, Inc.
San Angelo, Tex. Cox-Rushing-Greer Co.
Savannah, Ga. Leopold Adler
Spartanburg, S. C. August W. Smith Co.
Springfield, O. Edward Wren Store
Stamford, Conn. C. O. Miller Co.
Stroudsburg, Pa. A. B. Wyckoff, Inc.
Torrington, Conn. W. W. Mertz Co.
Tucson, Ariz. Albert Steinfeld & Co.
Tyler, Tex. Mayer & Schmidt
Vicksburg, Miss. Valley Dry Goods
Vallejo, Calif. Levee's Dept. Store
Waco, Tex. Goldstein Migel Co.
Waukegan, Ill. Globe Dept. Store
Wausau, Wis. Winkelman's Dept. Store
Westerly, R. I. McCormick's
Winona, Minn. H. Choate Co.
York, Pa. P. Wiest's Sons
Zanesville, O. Bintz Bros.

Kirby, Block & Co. (Foreign Dept.)

Havana, Cuba Solis Entralgo y Cia
Hilo, Hawaii Holmes, E. N. Ltd.
San Juan, Puerto Rico Gonzalez Padin Co.

Macy Corporate Buying Division

Augusta, Ga. Davison-Paxon Co.
Bowling Green, O. The Lasalle & Koch Co.
Bronx, N. Y. Macy's Parkchester
Columbia, S. C. Davison-Paxon Co.
Columbus, Ga. Davison-Paxon Co.
East Orange, N. J. L. Bamberger & Co.
Jamaica, N. Y. Macy's Jamaica
Macon, Ga. Davison-Paxon Co.
Millburn, N. J. L. Bamberger & Co.
Morristown, N. J. L. Bamberger & Co.
Sandusky, O. The Lasalle & Koch Co.
Sea Island, Ga. Davison-Paxon Co.
Tiffin, O. The Lasalle & Koch Co.
White Plains, N. Y. Macy's White Plains

As of this writing, Jack I. Straus, president of R. H. Macy & Co., has announced plans for the immediate construction, by Macy's San Francisco, of a six-million-dollar suburban store in the new Hillside Shopping Center on the San Francisco Peninsula.

The May Department Stores Co.

Alliance, O. M. O'Neil Co.
Barberton, O. M. O'Neil Co.
Clayton, Mo. Famous-Barr Co.
Coshocton, O. M. O'Neil Co.

Crenshaw, Calif. The May Co.
Cuyahoga Falls, O. M. O'Neil Co.
Lakewood, Calif. The May Co.
Mansfield, O. M. O'Neil Co.
Massillon, O. M. O'Neil Co.
Newcastle, Pa. Strauss-Hirshberg
Salem, O. Strauss-Hirshberg
Southtown, Mo. Famous-Barr Co.
Warren, O. Strauss-Hirshberg
Warren, O. Griswold's
Wilshire, Calif. The May Co.

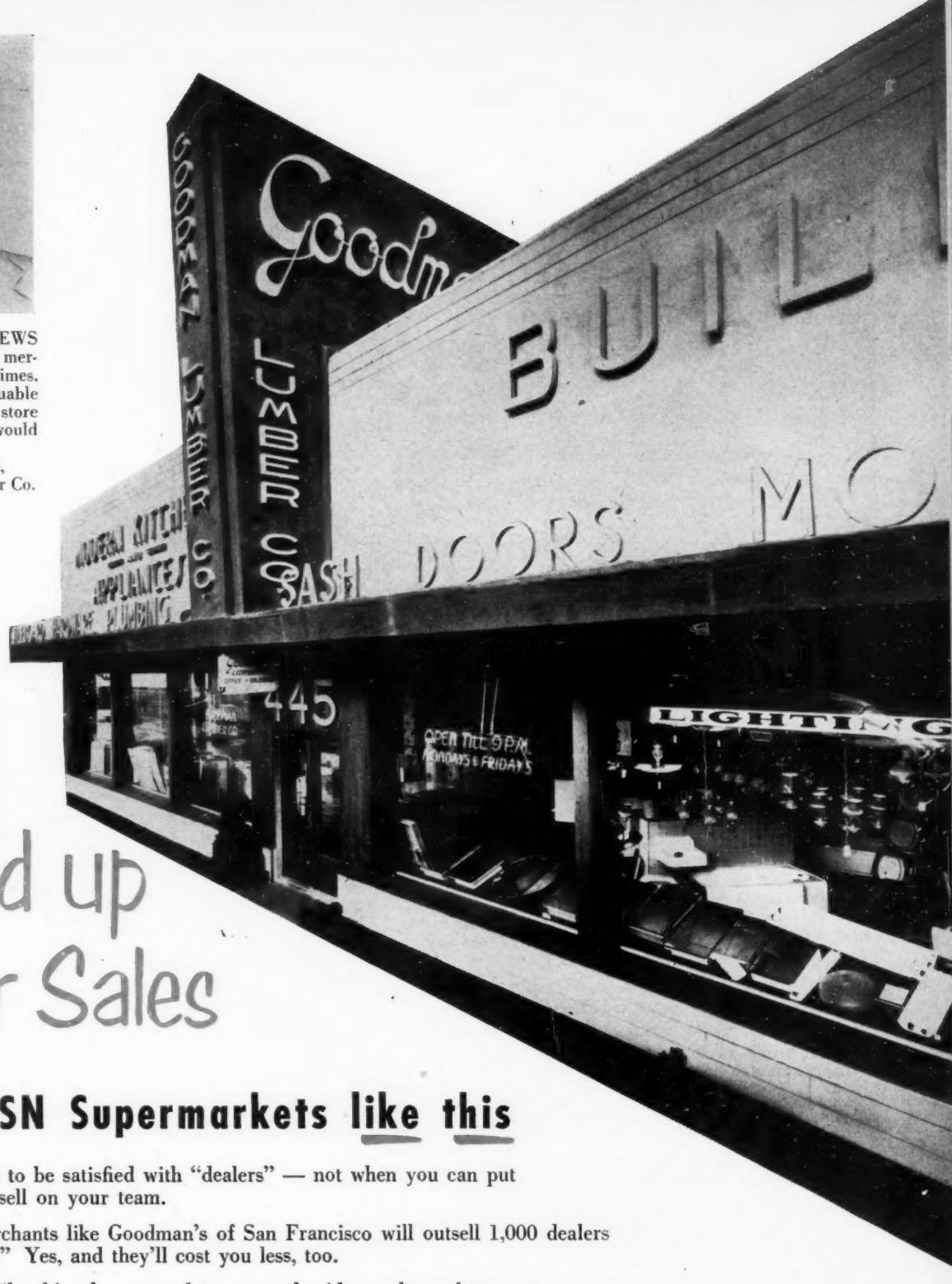
McGreevy, Werring & Howell, Inc.

Alhambra, Calif. Butler Bros.
Asbury Park, N. J. Tepper Bros.
Athens, Tenn. Miller's Cash Store
Baton Rouge, La. Abbott Wimberly
Beverly, Mass. Almy Bigelow Washburn
Big Springs, Tex. Hemphill Wells Co.
Binghamton, N. Y.
Sisson Bros. Weldon Co.
Bloomington, Ill. Livingston's
Cedar Rapids, Ia. H. N. Craemer
Champaign, Ill. F. K. Robeson
Charleston, S. C. Kerrison's D. G. Co.
Charleston, W. Va. Coyle & Richardsons
Cleveland, Tenn. Miller's Cash Store
Columbia, S. C. James L. Tapp
Corvallis, Ore. Roberts Bros. (Nolan's)
Danvers, Mass.
Almy Bigelow Washburn
Decatur, Ill. Linn & Scruggs
Durham, N. C. Ellis Stone & Co.
East Orange, N. J. R. H. Muir, Inc.
Elkhart, Ind. Chas. S. Drake
Elmhurst, Ill. Ollswang's
Eugene, Ore. Roberts Bros.
Eureka, Calif. Daly Bros.
Evanston, Ill. Lord's Dept. Store
Fairview Park, O. Butler Bros.
Fresno, Calif. Cooper's
Galax, Va. Globman's
Gary, Ind. H. Gordon & Sons
Glens Falls, N. Y. Fowler's, Inc.
Goldsboro, N. C. H. Weil & Co.
Green Bay, Wis. Baum's
Greensboro, N. C. Ellis Stone & Co.
Greenville, Tenn. Miller's, Inc.
Greenwood, Miss. W. T. Fountain
Holyoke, Mass. Albert Steiger, Inc.
Huntington, W. Va.
Anderson Newcomb Co.
Jackson, Tenn. Kisher's
Lakewood, Calif. Butler Bros.
Lancaster, Pa. Watt & Shand
Lapeer, Mich. Lyons & Smith
La Salle, Ill. Blakely Dept. Store
Leaksville, N. C. Globman's
Liberty, Mo. Hughes McDonald & Co.
Lubbock, Tex. Hemphill Wells Co.
Marietta, Ga. Miller's, Inc.
Marlin, Tex. R. E. Cox D. G. Co.
Martinsville, Va. Globman's
Niagara Falls, N. Y. Jens Bros.
Oak Park, Ill. Wm. Y. Gilmore & Sons
Ogden, Utah The Emporium
Ontario, Calif. Butler Bros.
Orlando, Fla. Dickson Ives
Oswego, N. Y. Geo. H. Campbell, Inc.
Parkersburg, W. Va. Dils Bros.
Plainfield, N. J. Tepper Bros.
Pueblo, Colo. Crews Beggs
Roanoke, Va. S. H. Heironimus & Co.
Rome, Ga. Miller Bros.
Salem, Mass. Almy Bigelow Washburn
Salem, Ore. Roberts Bros. (Worth's)
San Angelo, Tex. Hemphill Wells Co.
Sedalia, Mo. C. W. Flower D. G. Co.
Selma, Ala. Tepper Bros.
Stephenville, Tex. R. E. Cox D. G. Co.
Taylerville, Ill. Blakely Dept. Store
Troy, N. Y. Wm. H. Frear & Co.
Uniontown, Ala.
Tepper Bros. (Economy Store)
Uniontown, Pa. Wright Metzler
Van Nuys, Calif. Butler Bros.
Waco, Tex. R. E. Cox D. G. Co.



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Goodman Lumber Co.



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It's merchants like this who respond to your sales ideas, who make your merchandising plans click.

Why settle for less? Team up with BUILDING SUPPLY NEWS to step up both dealer and wholesaler performance. For 35 years BSN has been building readers like Goodman—promoting the merchandising revolution that has developed thousands of lumber and building material dealers into top merchants.

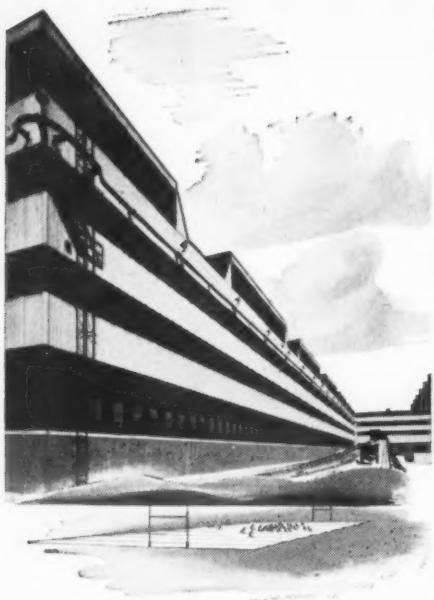
The proof? BUILDING SUPPLY NEWS dealer readers sell 37% more than the industry average. That's why we say, "Don't be satisfied with an average performance."

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Plants like this are becoming more and more typical of the trend in foundries today — up-to-the-minute in design and equipment — geared for high speed production to meet the ever-growing demand for castings. This dynamic industry is one of the most active of all industrial markets.

... foundries spend over \$1,000,000 hourly for materials and supplies!

... value added by manufacture by foundries is \$12,000,000 daily!

... total value of foundry production approximates \$104,000,000 weekly!

... foundry capital investment in plant facilities and equipment exceeds \$8,000,000 a month!

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The way to blanket this dynamic industry is through your advertising in **FOUNDRY**. It will reach over 45,000 foundrymen who influence buying in the foundries which account for 94% of all castings production.

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"How To Sell The Foundry Market" is free. Write us or ask your **FOUNDRY** representative and a copy will be mailed to you.



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A Penton Publication
Penton Building
Cleveland 13, Ohio



McGreevy, Werring & Howell (cont.)

Waterbury, Conn. Grieve Bisset & Holland
Wichita Falls, Tex. W. B. McClurkan

Mercantile Stores Co., Inc.

Aiken, S. C. Aiken-White Store Co.
Augusta, Ga. J. B. White & Co.
Aurora, Colo. Aurora Joslin's Store Co.
Bellingham, Wash.
Bellingham, MacDougall & Southwick
Store Co.
Bowling Green, O.
Bowling Green Lion Store Co.
Butte, Mont. Hennessy Co.
Chehalis, Wash.
Chehalis-Peoples Store Co.
Columbia, S. C. J. B. White & Co.
Englewood, Colo.
Englewood Joslin Store Co.
Fremont, O. Fremont Lion Store Co.
Greeley, Colo. Greeley Joslin Store Co.
Greenville, S. C. J. B. White & Co.
Independence, Mo.
Independence Jones Store Co.
Jeffersonville, Ind. J. Bacon & Sons, Inc.
Lakewood, Colo.
Lakewood Joslin Store Co.
Livingston, Mont.
Livingston-Hennessy Store Co.
Middletown, O. McAlpin Co., Inc.
Mobile, Ala. C. J. Gayfer & Co.
Montgomery, Ala. Montgomery Fair Co.
Mount Vernon, Wash.
Mount Vernon MacDougall & Southwick
Store Co.
Muskegee, Okla.
Muskegee Jones Store Co.
Nanticoke, Pa.
Nanticoke Lazarus Store Co.
Opelika, Ala.
Opelika Montgomery Fair Co.
Orangeburg, S. C.
Orangeburg White Store Co.
Paris, Ky. Paris McAlpin Store Co.
Pittsburg, Kan.
Pittsburg Jones Store Co.
Pittston, Pa. Pittston Lazarus Store Co.
Port Angeles, Wash.
Peoples Port Angeles Store Co.
Robinson, Ill. Robinson Root Store Co.
Shamokin, Pa.
Shamokin Lazarus Store Co.
Shelbyville, Tenn.
Shelbyville-Castner Store Co.
South Tacoma, Wash.
The Peoples Store Co.
Sullivan, Ind. Sullivan Root Store Co.
Wenatchee, Wash.
Wenatchee MacDougall & Southwick
Store Co.
Yakima, Wash.
Yakima MacDougall & Southwick Co.

**Mercantile Stores Co., Inc.
(Foreign Dept.)**

Brantford, Ontario, Canada
The Right House, Ltd.
Hamilton, Ontario, Canada
Thomas C. Watkins, Ltd.

Mutual Buying Syndicate, Inc.

Binghamton, N. Y.
Fowler, Dick & Walker, Inc.
Boise, Idaho Falk Mercantile Co., Ltd.
Davenport, Ia.
Petersen-Harned-Von Maur
Dubuque, Ia. Roshek Bros.
Erie, Pa. Erie D. G. Co.
Hutchinson, Kan. Wiley D. G. Co.
Jackson, Miss. R. E. Kennington Co.
Jacksonville, Fla. Cohen Bros.
Lawrence, Mass. A. B. Sutherland Co.
Pasadena, Calif. F. C. Nash & Co.

Portland, Me.
Porteous Mitchell & Braun
Sheboygan, Wis. H. C. Prange Co.
South Bend, Ind. Robertson Bros.
Tucson, Ariz. Jacome's
Williamsport, Pa. L. L. Stearns & Sons
York, Pa. The Bon-Ton Dept. Store
(In addition to the above, Mutual serves
12 stores in what it calls the "Central
States Group.")

Mutual Overseas Ltd.

(Mutual Buying Syndicate, Inc.,
New York City)

Canada Zeller's
Capetown, South Africa
John Lewis & Co., Ltd.
Durban, South Africa Norman Anstey
Johannesburg, S. A. Norman Anstey
London, England
John Lewis & Co., Ltd.
Lucerne, Switzerland A. Graenicher
Wellington, New Zealand
Lusty & Watkinson
Zurich, Switzerland Globe Stores

**National Department Stores
Management & Buying Corp.**

Baton Rouge, La.
The Rosenfield D. G. Co.

William M. Van Buren

Albuquerque, N. M. Tomlinson's
Amarillo, Tex. White & Kirk
Asheville, N. C. Carroll & Co., Inc.
Augusta, Ga. Cullum's, Inc.
Austin, Tex. Yaring's
Boise, Idaho The Mode, Ltd.
Burlington, Ia. J. S. Schramm
Chickasha, Okla. Levine & Miller
Evanston, Ill. Edgar A. Stevens, Inc.
Galveston, Tex. E. S. Levy & Co., Ltd.
Greenville, Miss. Nelms & Blum
Jacksonville, Fla. Levy's
Lancaster, O. Chas. P. Wiseman Co.
Lexington, Ky. Wolf, Wile Co.
Macon, Ga. Goldman's
Madison, Wis. Simpson Garment Co.
McKeesport, Pa. Katzman, Inc.
Montgomery, Ala. Al Levy's
Muncie, Ind. Ball Stores, Inc.
Phoenix, Ariz. Walter Switzer, Inc.
Portland, Me. J. E. Palmer Co.
Roanoke, Va.

Smartwear-Irving Saks, Inc.
Rochester, Minn. C. F. Massey Co.
Santa Cruz, Calif. Samuel Leask & Sons
Savannah, Ga. Fine's
Waco, Tex. Bauer-McCann, Inc.
West Palm Beach, Fla. Anthony & Sons
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Perkins-Timberlake Co.

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Ottawa, Canada A. J. Freiman, Ltd.

Charles Weill, Inc.

Antigo, Wis. Gadow's
Athens, Ga. Michael Bros., Inc.
Atlantic City, N. J. The National
Beaumont, Tex.
The White House D. G. Co.
Berkeley, Calif. J. F. Hink & Son
Billings, Mont. Hart-Albin Co.
Bradford, Pa. A. J. Olsen Co.
Biddeford, Me. Butler's Dept. Store
Bristol, Pa. Fashion Fair
Brockton, Mass. Fraser's

SALES MANAGEMENT

Brownsville, Tenn. Felsenthal's Dept. Store
 Council Bluffs, Ia. The John Beno Co.
 Derby, Conn. Howard & Barber Co.
 East Liverpool, O. A. J. Olsen Co.
 El Dorado, Ark. El Dorado House
 Evansville, Ind. Leo Schear Co.
 Fayetteville, Ark.
 Boston Store D. G. Co.
 Fort Smith, Ark. Boston Store D. G. Co.
 Fresno, Calif. E. Gottschalk & Co.
 Hammond, Ind. E. C. Minas Co.
 Hancock, Mich. Ben Miller Co.
 Holyoke, Mass. McAuslan & Wakelin
 Hutchinson, Kan. Pegues Wright Co.
 Jackson, Tenn.
 Holland D. G. & Clothing Co.
 Kansas City, Kan. Gorman's, Inc.
 LaCrosse, Wis. Wm. Doerflinger Co.
 Lansing, Mich. Mills D. G. Co.
 Lock Haven, Pa. Smith & Winter
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 Long Branch, N. J. Vogel's
 Lowell, Mass. Liberty Stores, Inc.
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 Manistee, Mich. A. P. Kennedy & Son
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 Palo Alto, Calif. Walster's
 Portland, Me. Rines Bros., Co.
 Saginaw, Mich. Seitner Bros.
 St. Cloud, Minn. Herberger-Hart Co.
 St. Joseph, Mo. Hirsch Bros., D. G. Co.
 St. Petersburg, Fla. Webb's City, Inc.
 San Jose, Calif. Blum's
 Shawano, Wis. Chaimson Mercantile Co.
 South Omaha, Neb. Phillips Dept. Store
 Springfield, Mo. Levy Wolf, Inc.
 Stockton, Calif. Smith & Lang, Inc.
 Topeka, Kan. Pelletier Stores Co.
 Waterville, Me. Butler's Dept. Store
 Woonsocket, R. I. McCarthy D. G. Co.

(Reprints of this article, including chart and lists, will be available through Sales Management Reader's Service Bureau about September 1. Price: 35c each in quantities up to 24, 25c each in quantities 25 to 100.
 —The Editors.)

Coming Soon

How Northwestern National Life Insurance Co. has cut turnover . . . and increased production-per-man . . . in Sales Management for September 1.

* * *

Pacific Telephone & Telegraph Co. finds a new market in outdoor telephones . . . in Sales Management for September 15.

* * *

All about Jesse Breedlove, the mail-order nurseryman who gives thousands of dollars' worth of business to his competitors . . . in Sales Management for September 1.

On Florida's sea-cooled Gold Coast

The Weather's Wonderful

but



Business is Boilin'

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- ★ Summer business up 10% — exceeds pre-war winter activity!
- ★ Number of Florida business firms almost doubled since 1944

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finished dummy—complete content and format specifications, ready for production.

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individual distribution—by purchase of accurate lists compiled by Sweet's, or by using Sweet's mailing facilities.

pre-filed distribution—by having catalogs filed in bound, indexed collections (files) of manufacturers' catalogs. This method has the advantage of keeping catalogs instantly accessible at all times in prospective buyers' offices.



FREE. This booklet describes how Sweet's services help manufacturers improve the effectiveness of their catalogs.

Service



THE DESIGN IS STANDARD: Tastee-Freez stores are uniform in design and color, glistening white, trimmed with red at the bottom, blue at the top. The effect is one of brightness and cleanliness.

How to Find a Market for a Machine Whose Price Is Too High

Harlee Mfg. Co., stymied, wound up by putting each customer into business for himself. It's a cross between the Howard Johnson restaurant idea and a tested principle borrowed from the razor blade industry. It's working fine.

**Based on an interview with LEO MARANZ,
President, Harlee Manufacturing Co.**

This is a story of something that couldn't happen but did. It tells how a Chicago manufacturer sells a product, sales usually running from \$3,200 to \$4,000, through franchise dealers who travel their own men, pay all expenses, and take no profit on the sale. Each franchise owner puts up a \$1,000 bond for the privilege.

How is this done? Well, think of razor blades.

Since early spring in 1951 a total of 342 Tastee-Freez stores have been put into operation in the United States, Puerto Rico, Hawaii and Canada. More are going in at a rate of about 50 a month, which is the capacity of the plant making the equipment. Someone once said that the big businesses of tomorrow are being started today in cellars and garrets. The Tastee-Freez story seems to confirm that.

"We had developed a machine to make what might be described as a soft ice milk," says Leo Maranz, president of Harlee Manufacturing Co., Chicago, "and a couple of years ago we began to realize that we were stymied by inflation. Our machines were being priced out of the market. The situation seemed to be growing more hopeless rather than better. We had to do something—and fast.

"If we could only find some way of eliminating the markup, we argued, we could continue in business. We knew, from long experience, that anything like that was out of the question. Utterly impossible, we told ourselves, and we must be slightly daft to consider the idea at all. Then, somehow, we took courage, tried out the idea. From the way it looks now we seem to have hit the jackpot."

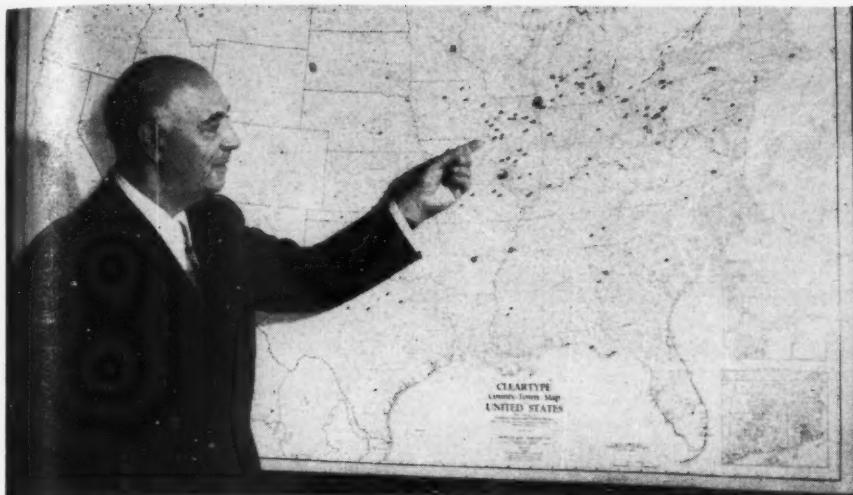
This is how Mr. Maranz describes the operation: Machines for making

Tastee-Freez cost, to manufacture, about \$1,300. Two are needed for a store setup, three in some cases where there is heavy traffic. Two of them mean a \$2,600 investment. Supplies for starting, which include a variety of tools, gadgets and minor necessities run the deal up to, well, say a \$4,000 top. This without the store.

Wherever possible it is the aim to make every Tastee-Freez store look exactly like every other Tastee-Freez store. Product is closely regulated by formula. Paper cups and cones, used instead of dishes, are identical in shape, size and, in the case of the cups, in printing. You can have any flavor you want so long as it is vanilla. As for spoons, they are of plastic. Unless carried away as souvenirs, they are discards. Dishwashing is eliminated. Prices are the same in all stores.

It is chiefly because of this exact sameness, Mr. Maranz contends, that people come back, and back, and back again to the little roadside Tastee-Freez shops. They know exactly what they are going to get. Besides, the way Tastee-Freez whips up its a good size dish for the money.

You'll never find a Tastee-Freez shop on the Gold Coast in Chicago or along Riverside Drive in New York. They thrive in middle-class to slum neighborhoods. Working people are the main patrons. Often the poorest neighborhoods are the best spots.



PRESIDENT LEO MARANZ has watched the Harlee operation grow from a shoe string to the point where there will be 500 stores in operation by the end of this year.



THEY CATCH 'EM YOUNG: Many Harlee store operators are ambitious youngsters who wanted a business of their own. Here Maranz is giving some instruction on the operation of a Tastee-Freez machine to 23-year-old James Kapellas, Chicago store owner.

Most sales are from a nickel up to around 35 cents. Customers are what are called "pocket change people."

There must be profits, you say, or there would be no Tastee-Freez machines, no franchise people selling the machines, no Tastee-Freez stores. That is true. Under a carefully written contract every outlet must pay a royalty of 30 cents a gallon on every bit of the product he sells. The franchise owner collects this. Then, in turn, he passes 10 cents a gallon back to Harlee Manufacturing Co.

In this way the razor blade system goes into action. The more machines out and in operation, the more gal-

lons sold and the more dimes coming back in the form of royalties. Royalties may not be just the right word for it. The franchise owners and the Harlee company perform a variety of services which, according to Mr. Maranz, more than save the store owner the 30 cents he pays.

Retail outlets are required to purchase a specified list of ingredients and supplies from the parent company or an approved source through franchise men. This, they are told, actually saves them money because of the mass buying power it gives the Tastee-Freez Buying Association which acts as purchasing agent. At

the same time there is a thin margin of profit which goes to keep the mechanics of the operation going. Neither the franchise nor Harlee makes anything out of this operation.

This is a sample of how the buying works: An average store, Mr. Maranz says, will use around 100,000 spoons each year. None is ever reused. Ordinarily such spoons, made of plastic, would cost a jobber \$7.65 a thousand. Because they are bought in such huge amounts, they are sold to Tastee-Freez outlets for \$4.30 cents a thousand. That's a saving of \$3.35 a thousand or \$335 a year for the average store.

To carry this saving along another step, Mr. Maranz points out, because package printing and printing of point-of-purchase materials is done for all establishments in absolutely identical form, big "runs" follow and the price is graded down proportionately. The management figures this means another saving of about 15 cents a gallon.

Franchise Offer

The parent company further does a certain amount of advertising. Mostly publication advertising has been aimed primarily at securing more franchise dealers, finding prospects for buying machines to open more stores, and to discover proper locations for building stores. Each mentions Tastee-Freez and so in a measure is a product advertisement. The least it can do is to familiarize the public with the brand name. Such advertisements have appeared in *The Saturday Evening Post*, *True*, *Argosy* and *Popular Mechanics*. They will appear soon in *Rotary* and *Kiwanis* magazines. Each advertisement is tuned to interest the small businessman or the young fellow who aspires to have a business of his own. In some cases boys still in their teens have proved to be exceptionally successful operators.

In most cases when the prospect is found he lacks sufficient cash to set himself up in business. For this reason a financing organization known as the Romar Acceptance Corp. was set up very early. It is general practice, if the embryo store operator can raise one-third of the money required, for the Romar organization to supply the other two-thirds.

The agreement between Tastee-Freez and the operator cover, among other things, such points as these:

- Tastee-Freez mix is provided by the Harlee company at an agreed price but subject to restrictions or

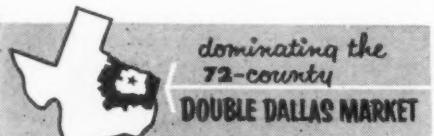


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- No man ever considered that "love, honor and obey" would translate into his carrying an umbrella. But in North Texas, where The News holds sway, he may as well be resigned to his wife's insistence when she has read it in The Dallas News.
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PROMOTIONAL MATERIALS, too, are standardized. Point-of-purchase displays and road signs are printed from full-color shots. Posters, streamers and cut-outs are designed to whet customer's appetite, to suggest, possibly, a take-home package.

limitations imposed by any governmental agency.

- The Harlee company supplies all needed equipment, such as compressors, mixers, signs and supplies incidental to the business at the lowest possible prices.
- The Harlee company furnishes reasonable training and technical instruction and furnishes, periodically, supervisory assistance.
- The operator agrees not to use the name, "Tastee-Freez," in connection with the sale of any product except products processed through the Harlee machines.
- The operator agrees to use only supplies, such as flavors, sundae toppings, cones, spoons, quart or pint containers, straws, uniforms, caps and signs approved in writing by the lessor.
- The operator agrees to sell the products of "Tastee-Freez" only in the sizes and shapes and forms approved by the lessor in writing.
- The operator agrees to paint and decorate his store or stores in accordance to standards approved by the lessor.

In case a lease is canceled, the Harlee company retains the right to buy the freezers and special topping cabinets back at a price governed

by an agreed rate of depreciation. This is because the Harlee organization does not want its machines to fall into the hands of operators who would not be tied to specified practice and so, through laxity perhaps, damage the Tastee-Freez name.

The contract signed by the franchise holder is, in most details, similar to any agreement where the purchase of machinery or equipment is considered. One addition to this is that, in the contract, a ceiling is placed on the markup for the mix which the franchise man supplies to the dealer outlet. The franchise holder is given a quota of 24 stores to be established in five years.

Policing of the stores is a must as each must toe the mark if standards are to be maintained. For this purpose the Harlee company keeps two or more supervisors on the road. Franchise dealers are also expected to be watchful for violations. One supervisor recently, on checking a store, found that the operator was using wooden spoons.

"They cost less money," was his excuse.

"But you have agreed to use our plastic spoons."

"Are you going to quibble over spoons?"

"If you want to use wooden spoons we cannot stop you," the supervisor replied. "But if you do you must take down your Tastee-Freez sign, remove all your Tastee-Freez identifications, discard all your cups and holders imprinted with the name of

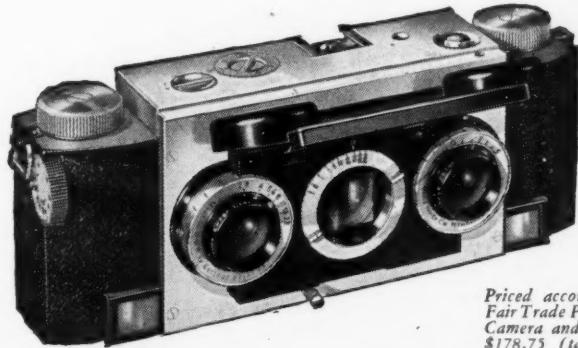


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Says A. M. SHEARD, Advertising & Sales Promotion Manager
The Egry Register Company, Dayton, Ohio

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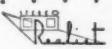
The REALIST camera which takes these pictures has some application in *every* business. It's the ideal personal camera, too. Check its many advantages at your camera store or commercial photographer, or write the DAVID WHITE COMPANY, 385 West Court Street, Milwaukee 12, Wisconsin.



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Introduction of the REALIST Handi-Viewer means that commercial users of stereo can now effect a considerable saving. Although the price is low, quality is high. The Handi-Viewer has the same fine lens . . . same brilliant illuminating system . . . same picture size as the ST61 REALIST Viewer. Lights up with slight finger pressure on the slide. Focussing knob is centrally located. Convenient, pocket size. Attractively styled and sturdily constructed of heavy-duty plastic.

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Omaha World-Herald

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251,539 Daily — 257,164 Sunday
(ABC Publisher's Statement for March 31, 1952)

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thorough procedures that can help you**

ACT ON FACT

Recently, Gould, Gleiss & Benn Inc. completed a study on retail dealers' display preferences for **SALES MANAGEMENT** magazine. In addition to standard market research techniques, Gould, Gleiss & Benn conducted depth interviews in which tape recorders were used to record dealers' opinions.

This procedure was especially valuable, for it allowed a measure of the feeling that was present during the interview. The recorder caught the voice inflections that reflected the dealer's reaction to the questions.

Such a procedure may be well adapted to obtaining facts about **YOUR** business. It may provide you with answers to questions that vitally affect your marketing strategy.

You may have a copy of the results of this study, at no cost, by writing Gould, Gleiss & Benn, Inc. Also available are free copies of our two brochures: "The Store Audit," and "The Test Market" . . . send for your copies today.

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Marketing Consultants • Market Research • Sales Analysis • Sales Planning

Tastee-Freez . . . and you must remodel your store so that it will not look like a Tastee-Freez operation. Do these things and you can use your wooden spoons. Read your contract."

The management is very strict about all these things because, being new, it is building up a reputation. As this reputation is built, customer identification, like institutional advertising, gains in importance.

In the drive-ins, which make up 95% of the stores, only outside service is available. Tastee-Freez is sold from two windows separated by a bay. This layout encourages sales because even when there are only a few customers a "line" starts to queue up. This gives the appearance of a busy operation. Psychologists tell us that a busy spot always attracts more buyers. In the few walk-in stores the same layout has been adopted, but inside.

See It Made

Waiting for service, customers always seem intrigued as they watch sundaes being made at the deep freeze cabinet with the syrup topping rail. This cabinet is given a prominent place in a special bay in the front of all stores. The store itself suggests refreshment: the hard freeze cabinet, colorful fruit-topped sundaes. With eye-appeal and drama this working display encourages impulse buying and, of course, larger unit purchases. The person who stopped for a nickel cone often orders a 35-cent sundae.

Point-of-purchase such as posters, streamers and cutouts, all printed in full color, give brightness to the atmosphere against a background of white. These are made from ektachrome color shots. Cutouts of sundaes are used on the windows while the larger posters, framed, are displayed on the walls.

Getting right down to the window where the cash comes in, this is how it works: Prices in all Tastee-Freez outlets are uniform. Cones and cups, depending on size, sell for 5, 10, 15 and 25 cents. Milk shakes are 25 cents; sundaes from 10 to 35 cents, depending on size and the nature of the topping, such as fudge or fruit. A pint of Tastee-Freez retails at 35 cents, a quart 65 cents. Under the rules of the game there must be no skinning or skimping in measure or weight.

No outlet should get a name for gypping, says Mr. Maranz, for that would reflect on all other outlets. Team work is essential to lasting success.

There are two real bargain items in the setup. These are the Kiddie Cup and the Kiddie Sundae. The cup is five cents, the sundae a dime. This is for the tots, bless 'em, and because the tiny folks are natural bait to catch their elders on the larger hook.

Not much profit on those nickel-and-dime items when you stop to consider the work and time but, by the time the bigger ones in the family are through buying it all works out to a very nice average. The management, from long experience, never would think of canceling them from the price list.

Straight through the chain of independently owned outlets there is still another similarity. It is the fixed single product policy. Tastee-Freez is the one and only product ever sold. Foods are strictly taboo. Diversification detracts, is the theory, and the individuality and glamor surrounding Tastee-Freez never must be lost. "Hot dogs and our business would be doomed," says Mr. Maranz.

One Flavor Policy

The one-flavor policy follows a line of thinking which warns management that prices must be kept down in this age of inflation. Add a flavor and you must add a freezing machine. Add the freeze machine and you increase your investment \$1,300.

In appearance, the aim is to make all stores look as much alike as peas in a pod. A uniform floor plan is used. Roofs all over-hang. This makes each building look larger than it really is. It also gives a cool and shady appearance to the structure. Coolness and shade give a promise of comfort in hot weather, and hot weather is the best selling season. All stores are painted white with red trim at the bottom and blue at the top. The brightness of the red and blue intensify the whiteness of the white and magnify cleanliness.

When a person gets the Tastee-Freez habit he can spot a Tastee-Freez stand a mile away.

"Dozens of freezes have been sold for a long time," says Mr. Maranz. "I've been monkeying around with them, in one way or another, for 26 years. In all this time there has been little new in formula or merchandising. We didn't advance new methods, to any great extent, in our operations. We used the old and time-tried system. As I see it, just one thing did the job for us.

"I was making the machines. There came a time when I couldn't sell them because the price was too high. Job-

bers and dealers were taking their cuts and the margin meant a lot of money to a young fellow starting up in business. I figured that if I could cut out that part of the price I could sell machines.

"That's how came the idea. I got to thinking of razor blades. Razor makers could give away razors and get rich selling blades. Could I sell my machines and take my profit, somehow, out of product sales. We got the thing working and it grew. With our system we believe a Tastee-Freez store will do 25% more business than an independent, unidenti-

fied store in a similar location.

"The way it is going I vision perhaps 10,000 Tastee-Freez outlets. And why not? That really would be the jackpot."

Does the individual store pay a good, sound, livable profit to its owner? Mr. Maranz says these figures come from his books:

An 18-year-old boy with a single operation last year netted \$18,000; two 25-year-olds have built a 27-unit chain into an operation for which they have been offered \$200,000; individual stores have grossed up to \$80,000 in a year.



Suburban radius of approximately 50 miles
... with 66 towns ... is Trading Zone

San Francisco ... 44-square
mile area ... is City Zone

***In The Chronicle's
San Francisco***

POTATO CHIPS



FOR TV SETS

—“*Best Circles*”
families buy more . . .
buy quicker!

CUSTOMERS are people. But people aren't necessarily customers (which takes money).

What we mean by “best circles” is customers—the people you *must* reach to move merchandise in profitable volume.

In our particular market—the San Francisco Bay Area—you can't pick out “best circles” families by simply checking the City Zone circulations of San Francisco's four newspapers...

• because 2 out of 3 market families live in the Trading Zone

- because 9 out of 10 new homes are built in the Trading Zone
- because 70% of new car sales are made in the Trading Zone

We suggest you look at circulations in the *whole* of our market.

We advise you to look at the way leading local department stores (Macy's San Francisco, for example) and top specialty shops buy newspaper space here.

And we invite you to look at The Chronicle—for character and contents that select *people who are customers!*

The CHRONICLE . . . contacts San Francisco's “Best Circles” families and is the natural FIRST BUY on any San Francisco newspaper schedule. Represented nationally by SAWYER, FERGUSON, WALKER CO. . . New York, Chicago, Phila., Detroit, Atlanta, San Francisco, Los Angeles

Statistics from Sales Management's copyrighted survey;
Bay Area Council research; California Dept. of Motor Vehicles

AUGUST 15, 1952



People and their Ideas

Expanded merchandising assistance to 22,000 hardware dealers affiliated with National Retail Hardware Association has been projected. Objective: to co-ordinate selling and merchandising plans of manufacturers, jobbers, dealers. The NRHA also has a new managing director—**Russell R. Mueller**, former executive secretary of the New England Hardware Dealers Association, a post he held for 12 years . . . **William A. Bittel, Jr.** is the new v-p and gsm for Charles B. Knox Gelatine Co.



BITTEL, JR.

Packard Motor Car Co., which recently elected a new president, has been undergoing some additional executive retooling: **Leroy Spencer** has resigned as executive v-p and become West Coast manager. At the same time **Fred J. Walters** was named v-p of marketing, a newly-created office to include sales, product planning, merchandising and all other marketing functions . . . Crosley Broadcasting Corp. has announced appointment of **Ward L. Quaal** as assistant general manager . . . New v-p and director of sales, Century Boat Co., is **Robert L. Lutz** . . . **Frank J. Nugent** is The Schaible Co.'s new v-p in charge of sales . . . United Motors Service Division, General Motors Corp., has named **W. A. Hagen** general sm . . . Appointed gsm of Shellmar Products Corp's Flexible Packaging Division is **W. R. Eichelberger** . . . Anaconda Wire & Cable Co. has a new v-p in charge of sales, **L. R. Love**. The company has also named a new v-p in charge of manufacturing operations, **R. B. Steinmetz**. Replacing Love as gsm is **D. E. Allen** . . . Youngest man

ever to be appointed to an executive post with Mastic Tile Corporation of America, is 27-year-old **R. L. Fisher**, new advertising manager.

Know What You Want

"Unless a (public relations) campaign has a very clearly-understood objective there is no measuring of good will. Insofar as good will is concerned I do not believe a campaign seeking it can possibly be successful unless those paying for the campaign know what to do with good will after they get it . . . The average business man still thinks public relations is grinding out releases. I look upon it, given an objective, as a process quite parallel to selling tangible goods." **Maurice Mermey** (see p. 28), on his favorite subject.

Sell More, Live Better

"We should be ashamed of ourselves if we are not living at least 25% better in 10 years from now, unless all-out war intervenes." So said **Dr. Vergil D. Reed**, v-p and associate director of research, J. Walter Thompson Co., at the annual meeting of American Home Laundry Manufacturers' Association. One of the reasons for this, quoth Dr. R. will be "the baby birth bulge which began in '41." Those babies will start getting married about 1962, added Dr. Reed, and they'll need everything from towels to houses.

... because of babies

Another crystal gazer who foresees continued prosperity and lays part of the credit to little children's doors is General Mills' **Harry A. Bullis**. At his company's annual report luncheon he said, "The 1950 census shows that we had 55% more children under 5 years of age than we had in 1940. These children are not yet all-around consumers but in another five or six years they will reach high eating capacity. We can expect a vigorous and sustained demand for food and clothing for many years to come (see "Keep Politics Out of Selling," p. 17 this issue) . . . More schools must be built to take care of these youngsters and they have made the three-bedroom house more popular than the two-bedroom house."



HOPKINS

David J. Hopkins, son of the late presidential adviser, Harry Hopkins, has been made director of sales and advertising for Emerson Radio and Phonograph Corp. He resigned as president of the distributing company, Emerson West Coast Corp., to take the new post. His first task: to establish a program for expansion of the Emerson sales organization . . . **Wilbur M. Remy**, a 25-year vet with The Sherwin-Williams Co., is now the company's manager of dealer sales. **John P. Patterson** has been named manager of the Painter Maintenance Department . . . **Chase Bag Co.** has elected a new sales manager, **R. F. Norcott** . . . New advertising manager at *Today's Woman* is **Joseph DeLone** . . . **Roy George Stewart** has been named advertising manager for Braniff International Airways . . . The Quaker Oats Co. has announced the appointment of **R. Parker Long** as sales manager. He's been with the company 21 years . . . New merchandising manager for Daystrom Furniture is **C. Everett Chambers** . . . **J. K. Buckwalter**, direct sales manager of The Wooster Rubber Co. since '48, has been named gsm.



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MARKETING

Planned by Philip Salisbury, Editor

PICTOGRAPHS

and designed by Marcia Eliot Pictofacts Studio

A PRIMER OF SOUTHERN FARMERS

FOR EVERY



LENT-OPERATED



FOR EVERY



OWNED BY THE



THERE IS 1

AND



FOR EVERY 4



ACRES OF FARM LAND, 1



PASTURE OR WOODS. FOR EVERY



WHITE FARM OPERATORS, THERE IS



COLORED OPERATOR. THE AVERAGE FARMER TRAVELS



TO THE TRADING CEN-

TER VISITED MOST FREQUENTLY. HE OWNS 10



CATTLE OR CALVES, 6



HOGS, 3



SHEEP, AND 50



CHICKENS,

AND LAST YEAR HAD A CASH INCOME OF

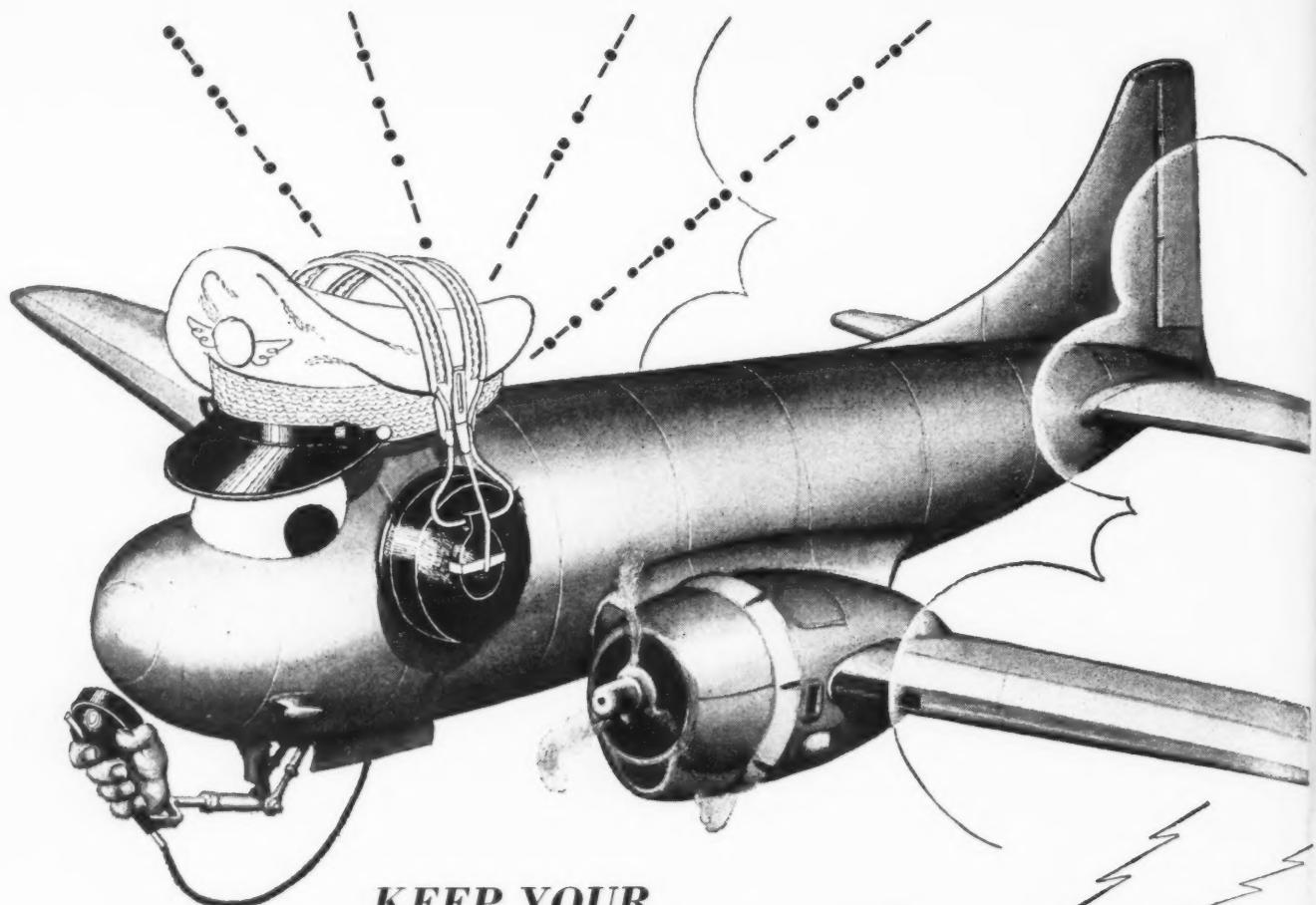


PICTOGRAPH BY

Sales Management

8-15-52

Sources: Study by *Progressive Farmer* from figures compiled by Bureau of Agricultural Economics.



KEEP YOUR
SHIPMENTS *On the Beam*
ALL THE WAY!

Emery Air Freight's own private, nationwide wire network makes it possible for you to know where your shipment is at all times and to plan accordingly.

When your inbound or outbound shipments *must* get delivered by deadline time, **SHIP EMERY**. You can rely on Emery to make delivery faster and more dependably . . . day or night, 365 days a year—holidays, too!

That's because Emery is the **ONLY** Transportation System in the World that uses *all* airlines, *all* surface transportation, passenger or cargo, express or freight . . . has access to everything that moves, in the air and on the ground . . . coordinates all operations via its own

private wire system . . . routes your shipment around all trouble spots!

No wonder Emery beats any ordinary air shipping service by many precious hours, even days!

Make sure your deadline shipments stay "on the beam all the way." Call your nearest Emery office and make your own test of "The World's Fastest Transportation System." You'll discover why those who want to ship the *fastest possible way* always specify "Ship Emery."



EMERY AIR FREIGHT CORPORATION

General Office: 801 Second Avenue, New York 17, ORegon 9-1020

Offices in: Atlanta, Baltimore, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Dallas, Dayton, Detroit, Hartford, Houston, Indianapolis, Kansas City, Los Angeles, Milwaukee, Minneapolis-St. Paul, Newark, Philadelphia, Pittsburgh, Rochester, St. Louis, San Francisco, Seattle, Syracuse, Washington, D.C. Agents in all other major cities and towns in the U.S.A.

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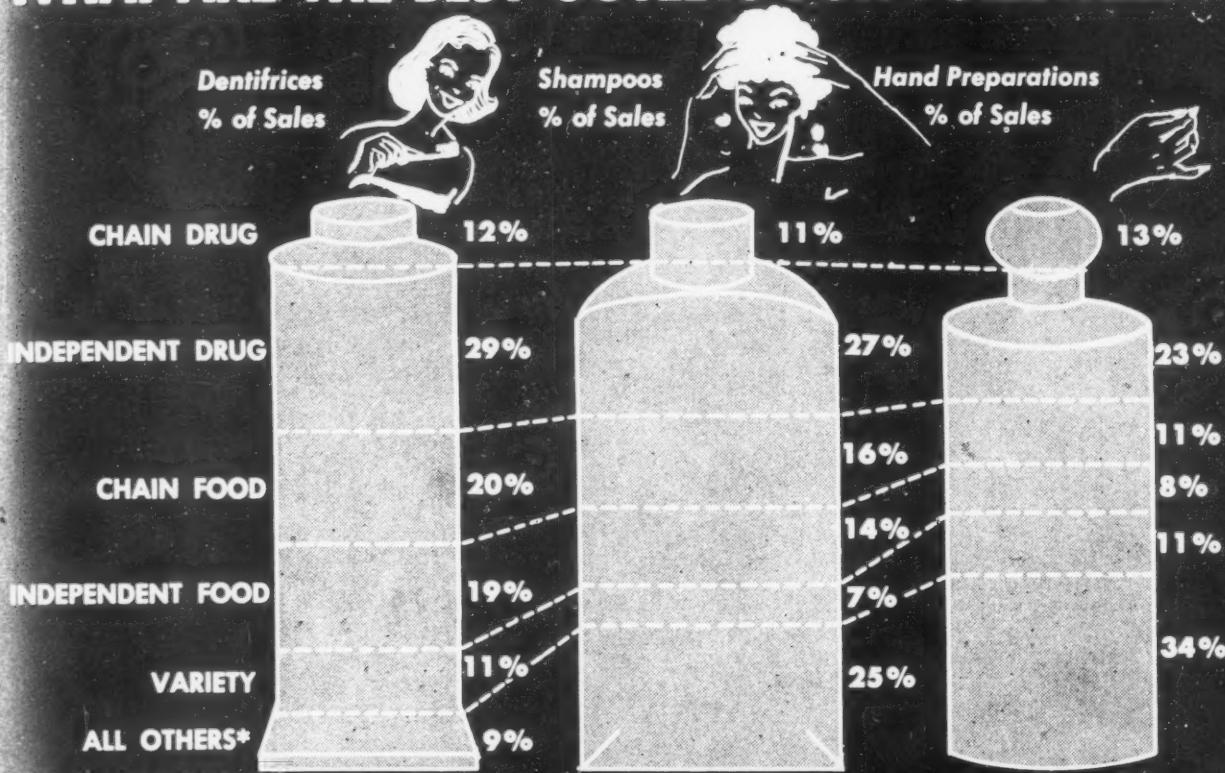
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WHAT ARE THE BEST OUTLETS FOR TOILETRIES?



*includes department stores
mail order and house-to-house

Source: *Drug Trade News* 6/9

WHO OWNS AMERICA?

12 out of every 15 Americans — including the babies and children — own one or more of the following forms of investment:

Number of Individual Owners

Corporate bonds	790,000
Real estate mortgages and bonds	1,880,000
Stocks of privately held companies	3,020,000
Government bonds except Series E	3,720,000
Stocks of companies listed on exchanges	6,490,000
Annuities & pensions	14,520,000
U.S. Series E bonds	43,190,000
Savings Accounts	52,850,000
Life Insurance	104,340,000

In addition, more than 24,000,000 families own and occupy their homes, and nearly 4,000,000 farmers own land and buildings valued at \$55 billion.

The Bell Telephone System has 1,092,000 shareholders, with no individual owner holding as much as 1/20 of 1 percent of the total stock. Only 5 cities have as large a total population.

General Motors, the biggest industrial corporation, has 479,000 shareholders — a number exceeded by the total population of only 19 cities.

PICTOGRAPH BY

Sales Management

8-15-52

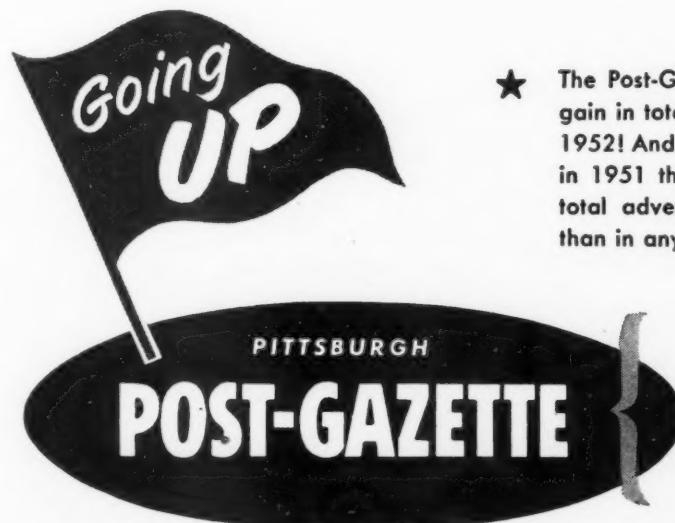
Sources: *Brookings Institution*
and *National City Bank of New York*



IN TOTAL ADVERTISING

Here's what happened in Pittsburgh during the first 6 months of 1952 as a constantly increasing number of advertisers kept constantly increasing their promotions in the Post-Gazette—Pittsburgh's Great Morning Newspaper.

NEWSPAPER	LINAGE	GAIN OR LOSS
POST-GAZETTE	5,709,265	314,537 GAIN
SUN-TELEGRAPH (Daily)	5,693,493	737,432 LOSS
PRESS (Daily)	9,462,249	261,685 LOSS
SUN-TELEGRAPH (Sunday)	3,266,545	79,084 LOSS
PRESS (Sunday)	4,671,673	283,016 GAIN



★ The Post-Gazette was the ONLY Pittsburgh daily to gain in total advertising during the first 6 months of 1952! And this gain was on top of a GAIN, because in 1951 the Post-Gazette set an all-time record in total advertising—publishing 1,200,000 more lines than in any previous year in its history.

**Pittsburgh's GREAT
Morning Newspaper**

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

RESIDENTIAL CONSTRUCTION IN THE 6 YEARS AHEAD

A searching study of the relationship between population change and housing activity indicates the following state percentage gains in number of DWELLING UNITS in 1960 as compared with 1950.

NEW ENGLAND

Maine	13.8%
New Hampshire	12.3%
Vermont	11.1%
Massachusetts	18.5%
Rhode Island	15.9%
Connecticut	21.1%

MIDDLE ATLANTIC

New York	22.0%
New Jersey	23.5%
Pennsylvania	15.0%

EAST NORTH CENTRAL

Ohio	20.0%
Indiana	21.0%
Illinois	18.3%
Michigan	25.8%
Wisconsin	18.5%

WEST NORTH CENTRAL

Minnesota	13.2%
Iowa	13.8%
Missouri	15.1%
North Dakota	7.6%
South Dakota	13.7%
Nebraska	13.1%
Kansas	14.3%

SOUTH ATLANTIC

Delaware	22.4%
Maryland	24.6%
District of Columbia	26.6%
Virginia	19.2%
West Virginia	12.6%
North Carolina	14.1%
South Carolina	16.3%
Georgia	15.2%
Florida	31.5%

EAST SOUTH CENTRAL

Kentucky	15.5%
Tennessee	17.1%
Alabama	15.5%
Mississippi	13.6%

WEST SOUTH CENTRAL

Arkansas	8.8%
Louisiana	16.7%
Oklahoma	5.5%
Texas	15.6%

MOUNTAIN

Montana	29.6%
Idaho	17.9%
Nevada	31.1%
Wyoming	24.0%
Colorado	25.5%
New Mexico	26.9%
Arizona	30.0%
Utah	23.3%

PACIFIC

Washington	35.1%
Oregon	36.8%
California	49.5%

PICTOGRAPH BY
Sales Management
8-15-52



Source: "Forecasting Residential Construction by States,"
by Market Statistics, Inc., New York





more
circulation
where
most
people
shop

in Bridgeport for example...



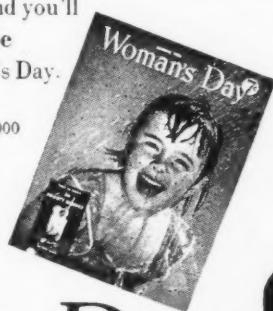
21,589 families... 15.35% family coverage!

Deep penetration in key market areas... that's the Woman's Day circulation story in Bridgeport, and in city after city.

Because Woman's Day is sold only at A&P stores... because women must go out to buy it... Woman's Day's entire circulation is concentrated right in or near the shopping areas **where your products are sold.** Advertising in this big national magazine* gives you minimum waste... maximum coverage where it counts.

Compare Woman's Day percentage of family coverage in Bridgeport... and in other key markets... with that of any other magazine and you'll see why **it's dollar-wise to advertise** in Woman's Day.

*1951 average circulation 3,793,000



Woman's Day

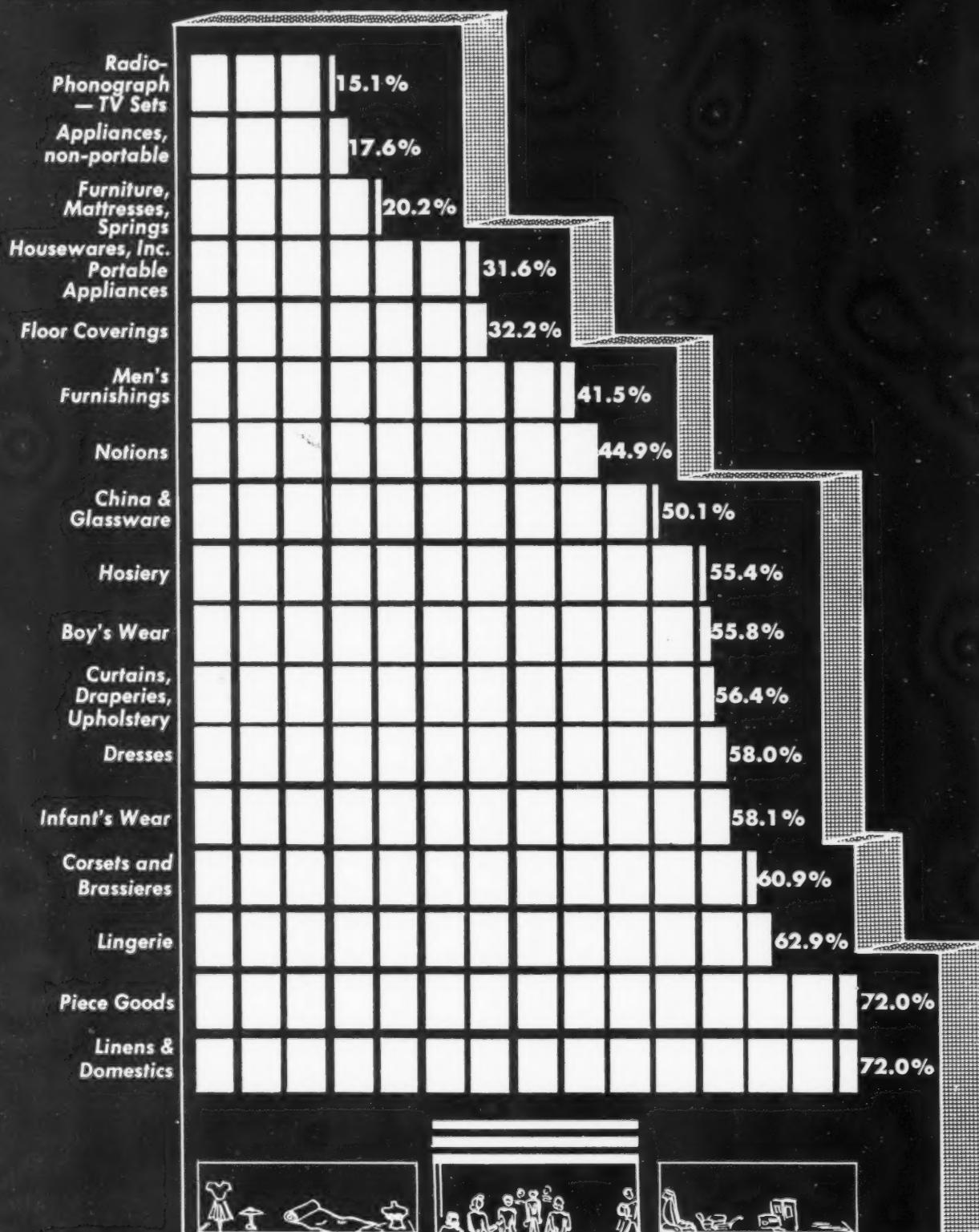
Sold by A&P stores in big cities and small.

the NATIONAL magazine... with the NEIGHBORHOOD impact.

AUGUST 15, 1952

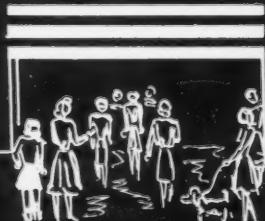
HOW IMPORTANT ARE DEPARTMENT STORES?

The department store market is a compact group of 10,578 stores out of nearly 1,800,000 retailers. It includes 1,143 that do more than \$2 million a year, 3,319 that do between half-a-million and 2 million. Department stores sales account for one dollar in every seven retail dollars. In specific fields these stores account for a much larger share:



PICTOGRAPH BY
Sales Management

8-15-52



Source: Analysis of Census figures by Department Store Economist

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Sales Rank Determined By City-County Relationship

Subscriber Len Schultz of the Branham Company, Chicago, has been studying the ranking tables of 200 leading counties and 200 leading cities in the May 10 SM *Survey of Buying Power*, and finds that the city frequently outranks the county "in terms of actual place among the leading 200. By that we mean that City A will rank 120th in sales among the leading 200 cities, and City A's home county will rank 135th in sales. Why is it?

The answer, with very few exceptions, is to be found in the relationship which the sales of the city bear to the sales of the county. If it's a "one-city county," where sales in the city are 75% or more of the county sales, the city ranking is likely to be better than the county's. But if the county contains several important city trading centers, the trade is dispersed and a city which is large enough to place among the top 200 may have, as in the case of McKeesport, Pa., only 6% of the county's sales.

As a test, SM has taken every tenth city starting with Washington, D. C., in the list of 200 leaders in retail sales (See page 124, 5/10/52 *Survey of Buying Power*) and examined its rank with the county rank, and computed the city sales as a percentage of the county sales:

	Rank of City	Rank of County	City % of County
Washington, D. C.	6	8	100
Kansas City, Mo.	16	19	93
Denver, Colo.	26	34	100
Toledo, Ohio	36	47	89
Richmond, Va.	46	65	97
Tulsa, Okla.	56	79	90
Charlotte, N. C.	66	96	90
Trenton, N. J.	76	82	69
San Jose, Calif.	86	71	53
Corpus Christi, Tex.	96	130	88
Albuquerque, N. M.	106	155	94
Springfield, Ill.	116	153	86
Madison, Wis.	126	132	71
Miami Beach, Fla.	136	28	17
White Plains, N. Y.	146	25	16
Troy, N. Y.	156	175	77
Johnstown, Pa.	176	136	59
McKeesport, Pa.	186	6	6
Altoona, Pa.	196	188	70

In the case of six out of these 19 cities, the county rank is better (a lower figure) than the city figure, and in each instance the city has less than 75% of the county sales.

There are 13 cities which rank better than the county of which they are a part. Eleven of them have percentages ranging from 77 to 100% of the county sales. Two—Trenton and Madison—are exceptions to the rule.

Check this...

SALES LEADERSHIP

in UPSTATE NEW YORK

<u>(Metropolitan County Areas)</u>	<u>(Retail Sales)*</u>
TROY-ALBANY.	\$664,430,000
SCHENECTADY	\$543,801,000
ROCHESTER	\$397,935,000
SYRACUSE	\$315,309,000
UTICA-ROME	\$208,488,000

**THE RECORD NEWSPAPERS REACH 99% OF
ITS PORTION**

**The TROY CITY ZONE
OF THIS \$664,430,000**

TROY-ALBANY-SCHENECTADY SALES AREA

**The Times Record and The Troy Record
deliver your sales story to 123,600 con-
sumers—36,300 families—in the TROY
CITY ZONE at the cost of 18c per line.**

*Sales Man. 1952

Survey of Buying Power

Circulation: 45,452

(July daily aver.)

THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •
- TROY, N. Y.

From Poison Ivy and Poison Oak Hannah Relieves a Lot of Folk

Rhymes in radio and want ads, with store displays, sell new "So Help Me Hannah" ointment to itchers and druggists.

The clear Central California air has been thickened a bit lately and readers of newspaper classified ads have been interrupted by jingles for a new ointment:

"The farmer in the dell
Was itching to beat . . . well!
He thought he'd croak
From poison oak.
So Help Me Hannah
Made him well."

Every week since May more Californians, itching from poison oak or poison ivy, or just taking precautions, are stopped by So Help Me Hannah displays in drug stores.

And every week more of them have walked up and bought the stuff.

Not all the ads rhyme. A large insertion by Hannah Laboratories, Inc., Monterey, in the *Monterey Peninsula Herald*, eulogized druggists as "the nicest people"—in gratitude for their help in getting 6,000 of their customers to help themselves with Hannah. Other newspaper display ads, for druggists' signature, simply say such things as: "Don't risk serious poison oak infection. New treatment brings quick relief."

One medium is participation in the John Harvey show on KGO, the ABC station in San Francisco. As founder and factotum of Hannah Laboratories, Les Hannah has a lot of respect for Harvey, who does a half-hour of hard selling six mornings a week for as many as nine different products. He sells So Help Me Hannah on a "mail-order" basis.

And so Les Hannah resumes a 30-year career in advertising—interrupted a couple of years ago when he moved down from San Francisco to Del Monte, intending to take life easier. At one time and another he managed the Chicago office of Campbell-Ewald Co.; did merchandising work for the Blackman Co., New York agency, and creative work for its successor, Compton Advertising, Inc. For a brief period he left the agency field to serve as advertising and merchandising director of R. Wallace Silversmiths, Wallingford,



LES HANNAH: Even the AMA can't hold a good advertising man down.

Conn. Then he returned to it with J. Walter Thompson Co. in San Francisco; started his own agency there; merged with Biow Co., of which he became San Francisco manager. He left Biow to enjoy the scenery around Del Monte and Monterey.

But soon, among other things, he was studying skin allergies and irritations. With the help of a chemist he developed So Help Me Hannah.

He discovered that perfecting a product doesn't insure the right to market it. The Federal Food and Drug Administration in Washington and the California State Bureau of Food and Drug Inspectors had to be consulted. And one should get approval of the American Medical Association in Chicago.

Les wrote to his old friend Dr. Morris Fishbein to learn AMA procedures. Fishbein, however, no longer is "czar" of the AMA. The reply, from one H. D. Kautz, M.D., associate secretary, said that "the name of your product, So Help Me Hannah, would not be acceptable."

"That," says Les, "brought my Scotch-Irish up. It's a helluva lot better name than Kautz."

Another stumbling block was that the AMA's Council, which formally grants recognition, Kautz said, "does

not give consideration to products which are advertised directly to the public."

It also seems that the nation's Armed Services are unwilling to try any new drug product which lacks AMA endorsement. Hannah's only alternative—far too expensive at this stage—is to finance clinical tests, under "authoritative, scientifically controlled conditions."

Meanwhile, at Fort Ord, "right here in our backyard," he points out, "some 1,000 soldiers now have poison oak."

Many Army and civilian doctors both are reported to prefer longer and more expensive "cures." One doctor who treats about 15 cases of poison oak a day explains, Hannah says, that "when he uses our stuff on them, they get well and never come back. He would lose more than \$100 a day revenue if he used So Help Me Hannah on them!"

Lacking formal AMA approval, such big magazines as *Better Homes & Gardens* and *Sunset* at present refuse to regard the new product as a hot advertising prospect.

And even the doctors who cooperate with Hannah Laboratories and recommend So Help Me Hannah to their patients, won't permit their names to be used in advertising.

When Hannah first tackled wholesale druggists, last May, they showed a quite unanimous lack of interest. So he went to retail druggists. He stimulated their interest with consumer advertising and steadily-growing consumer demand. Today, druggists from Oregon to the Tehachapi are carrying it. More of them are ordering in quantity. Their orders are placed through wholesalers.

Hannah's own efforts are supplemented by a one-man sales force named Bud Todd. A resident representative in Sacramento is working the Sacramento-San Joaquin valley towns.

But, Hannah says, "it's been mainly the advertising that has forced the product into skeptical druggists' stores, and is now bringing the wholesalers to us."

Consumer advertising, for example, helped to "open" the San Jose branch of Coffin-Redington Co., a leading California wholesale druggist. A few days later, this company's San Francisco headquarters placed its first



Capture the Rapture

...the 15th ingredient in Wyler's Onion Soup!



You'll find 14 ingredients listed on the label of Wyler's Onion Soup. You'll find the 15th when you try it . . . the rapturous flavor in each steaming bowl.

To capture and hold this goodness was a difficult problem. It involved absolute protection against moisture and light rays, positive retention of delicate aromatics, and ready adaptability to high-speed equipment. It was solved by the cooperative research of Reynolds and leading manufacturers, with the revolutionary Reynolds Ply-Foil package—now universally accepted.

To its unequalled protection, this package adds powerful eye-appeal. Wyler's uses it for their entire line . . . Chicken Noodle, Chicken Rice, Cream of Chicken and Onion Soup. There can be no denying that the colorful brilliance of Reynolds Aluminum Foil has done much to make dehydrated soups an important impulse-sale item on the nation's supermarket shelves.

Reynolds Ply-Foil is supplied in color-printed roll stock for automatic forming. Many products other than soups can be better packed in this material. And many other combinations of Reynolds Aluminum Foil are available to meet different requirements. For the correct solution to any packaging problem, contact your nearest Reynolds Sales Office or write direct to Reynolds Metals Company, General Sales Office, Louisville 1, Kentucky.



Pioneers of Progress in
Aluminum Foil Packaging.

REYNOLDS ALUMINUM

I is all you
need in
AKRON

It's no job covering a big market like Akron when **ONE** is all you need.

The **Beacon Journal**, Akron's one and only daily newspaper is the only medium needed to reach all Akron buyers.



John S. Knight, Publisher
Story Brooks & Finley,
Nat. Rep.

order. McKesson & Robbins has just okayed the product for all branches.

"We're going heavier into point-of-purchase advertising," Les Hannah explains, "partly because we haven't the capital yet to make much of a dent in other media. But this medium also is a strong sales producer. The material includes window stickers, consumer leaflets, a self-merchandiser carton which becomes a counter display, holding six jars. All of it, in green, emphasizes: 'Don't scratch. When itching starts apply So Help Me Hannah."

And here, too, Hannah invokes the Muses:

"For quick relief from poison oak
So Help Me Hannah before you
croak!"

A new low price helps. The OPS gave Hannah \$2.50-a-jar retail. But for 90 days the retailers' introductory price is \$2. Introductory wholesale price has been reduced from \$18 to \$14.40 a dozen.

Thus far Hannah has had only *three* returns from the more than 6,000 consumers who have bought and tried the product. "All three of them," he says, "turned out to be honeys."

Hannah Laboratories, Inc., no longer is a one-man show. In addition to more sales help, Les has a registered pharmacist working with him on a part-time basis, and a plant superintendent. A stockholder also works on production. Mrs. Hannah, who helps to keep things rolling at 299 East Franklin St., now has the help of a CPA, a former vice-president of the Los Angeles Title & Trust Co. "We have," says Les, "the nucleus of a pretty good organization."

Advertising is placed through Conner, Jackson, Walker & McClure, San Francisco agency.

Displays, sampling and direct mail and other advertising are being stepped up. California Girl Scout camps have been persuaded to try and to display So Help Me Hannah. (Of 250 girls in one camp last summer, Hannah says, 70% got poison oak within three days of arrival. This summer the camp bought the ointment in pound jars . . . and the girls are having more wonderful time.)

Special Ranger packages, with display material, have been shipped to all State foresters.

Les Hannah expects soon to be relieving the itches of Southern California, and later to extend distribution to the Middle West and East. The wholesalers and even the doctors may be helping by then.



WORCESTER'S \$16 Million Drug Market Grew 19% Last Year!

Think of the tremendous sales potential awaiting YOUR drug product in the Worcester Market, where 1951 drug sales alone totaled \$16,011,000 — a 19.3% gain over the previous year! This jump helps to explain why Worcester families buy 17% more than the national family average.

Market YOUR product successfully in this growing, buy-conscious Central New England Market, through regular advertising in the **Telegram-Gazette**—the papers that reach 153,234 prospects every day, over 104,542 every Sunday.

Source: Copyright 1952 SALES MANAGEMENT Survey of Buying Power; further reproduction not licensed.

WORCESTER'S WONDROUS TWINS:

1. High Buying Power
2. Intensive Newspaper Coverage



WORCESTER, MASSACHUSETTS
MOLONEY, REGAN & SCHMITT, Inc.
National representatives
George F. Booth, Publisher
OWNERS OF RADIO STATION
WTAG AND WTAG-FM

Story with two ends



This end wrote an advertising campaign.
It was good.

This end rubbed it out.

It wasn't good enough!

Writing advertising with both ends of the pencil has helped a lot of campaigns step up from "good" to "great."

And pretty generally there is a similar change in the sales of the products advertised.

YOUNG & RUBICAM, INC. ADVERTISING

New York Chicago Detroit San Francisco Hollywood Montreal Toronto Mexico City London

ASTOUNDING!



Only 5 cities in the United States have Sunday newspapers with circulations larger than MINNEAPOLIS SUNDAY TRIBUNE
620,000
in the Upper Midwest!

MUST READING

in September 1 issue

**When a Corporation Says
"Merry Christmas"
to its Friends**

Without a doubt, the nearest approach to a textbook on planned gift-giving ever published for the country's sales executives. Based on a canvas of Christmas gift policies and practices in 1500 companies.

Shop Talk

A Look at the Want-Ads

If you want to see the sales profession doing a bang-up job of aggravating its own sales manpower difficulties, take an hour off and read a bale of the classified advertisements under "Sales Help Wanted."

Fully half of these advertisements are worded so that the only candidates they might conceivably attract are those of subnormal mentality, those who are frankly opportunists hot on the scent of the fast buck, and those who are job floaters. The copy doesn't pass the simplest of all tests for good advertising: it just isn't *believable*.

The copy that oversells, sometimes in ill-chosen or flamboyant language, is perhaps the most damaging to the profession from a public relations point of view. Such copy only helps to break down public confidence in selling. Listen:

SALESMEN—MONEY, MONEY, MONEY. That's what our men are making, new men earning up to \$450 a month; come in and meet them; see them in action; amazing product; tremendous promotional opportunities; unheard of bonus plan, no canvassing. . . .

\$50 A DAY. A cinch; easy for snappy salesmen, just showing new beautiful Bible. . . .

REAL ESTATE SALESMEN. We're swamped with customers. Live-wire organization needs 2 alert men. Experience unnecessary. Car essential. 50% commission plus bonus. . . .

GUARANTEE—the last ad you'll ever answer if you've the will to work hard for more money than you've ever seen. . . .

More of these advertisements call for "high-powered producers," for "salesmen wanted to make a killing introducing famous H. . . . uniforms." They cry, "Our salesmen making 10 sales out of 10 calls." . . . or "Realize \$25,000 yearly with Bubble-O."

A sane and level-headed candidate, looking for a future in a stable job with an ethical company wouldn't touch propositions like these with an asbestos mitt.

Fortunately, not too big a proportion of the copy is this objectionable. The big bulk of classified advertising for sales help is sad for another reason: the copy proves so convincingly that we do not know how to spark interest in a sales job by presenting *benefits* to the prospect. The sponsors assume money is everything and they couldn't make a more grievous error. Ad after ad is a deadpan recital of the need for a man. Many are short on specific facts about such vital matters as exact nature of the merchandise or service to be sold, and the location of the territory in which the job is available.

I don't know who writes classified advertising for salesmen. But I do know these unimaginative pencil-pushers, whoever they are, have never sat back and asked themselves these questions: "What do we have to offer that will attract good men? What are the working conditions, what other-than-money values are sought by the type of man who will work, who will stick, and who will succeed? What goes on in his mind and heart?"

Seldom is anything said in classified copy that would indicate the company recognizes and appreciates human values. Do the people in the company pull well together as a team? Is the salesman's turnover rate flattering to the company? Is the working atmosphere congenial? Does the sales force have capable and understanding leadership?

Little is said about compensation other than "drawing acc't. against com." If the firm has other benefits, such as hospitalization, group insurance, bonuses, profit-sharing, and pensions, it seldom sees the wisdom of mentioning it. (If it doesn't have these things, in this day and age, it is in a woefully weak position to attract good men.)

Not one advertisement in two hundred shows any pride of company (few sign their ads) or of product, in its copy. Is the line nationally advertised? Backed up by guarantee? Has the product been tested and approved by any outside authority? A qualified salesman wants to sell a product he can believe in.

If we want to stimulate the interest of capable men to the point where they will at least investigate a job, we must tell them some of these things because they are things that count to him.

Here are two advertisements I found in the classified pages recently, which seem to me to take a far-better-than-average approach:

SALESMEN: This is a real opportunity for the man who can qualify. You are entitled to verification of that fact by our own successful men. If you qualify and are willing to work, we offer the following:
1. Immediate earnings through an outstanding incentive financial assistance plan.
2. Thorough office and field training.
3. Friendly, helpful supervision.
4. Lifetime opportunity.
5. Opportunity for promotion in a rapidly growing company.
We are interviewing now for a few new appointments. . . .

KEY SALESMEN: Well established local concern under auspices old established manufacturer will employ one key salesman experienced in selling direct to home owners and small businessmen. Preferred age, 30-35. . . . Candidates must have proven sales records and be able to furnish local references. Good personality, reputation, essential. To the successful candidate we will offer:

Opportunity to sell the top quality product in its field. Nationally advertised and accepted.

A five-figure income opportunity—earnings unlimited—substantial drawing account.

A secure sales career based on long-term outlook our field.

Thorough field training—substantial earnings during training period.

Genuine opportunity for advancement.

Advertising and sales promotion benefits second to none in the field.

Generous and thorough employer cooperation, considerate treatment, 100% factory cooperation.

This is an unusual and highly ethical opportunity with a reputable concern. . . .

At least advertising of this kind suggests mutuality of interest between company and candidate, and not a situation where the company coldly invites a candidate to beg for a job and then proceed wholly at his own risk.

I realize that so long as this is the land of the free and the home of the irresponsible as well as the brave, we shall see in the public prints samples of the kind of advertising that suggests selling is a racket. It's almost impossible to police classified copy to the point where the shady man-exploiting sort of proposition is eliminated.

On the other hand, if the ethical majority of companies that seek sales candidates will make an effort to present themselves in a manner that reflects integrity, the whole field of selling will benefit from their activities. The public relations aspect of sales-help-wanted advertising is important to the profession of sales and sales management. Entirely aside from this, however, is the purely practical consideration of finding a pattern for classified advertising that pays off in production of leads on capable men. It just seems to me that most of the advertising now appearing in the newspaper columns doesn't come within a metered mile of talking to men of superior sales talent in terms they will find to be attractive.

A. R. HAHN
Managing Editor.



TO GET SALES ACTION...

reach Active-Minded

Americans...



over 2,000,000 family

units . . . in the
magazine they read

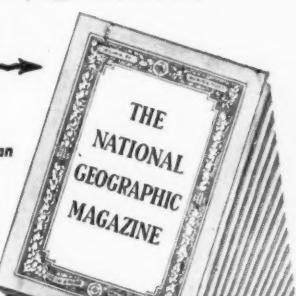
...and read...
and read...

**NATIONAL
GEOGRAPHIC!**

More than 2,000,000 National Geographic family units cut across almost every business, profession and occupation. They call The National Geographic "our magazine." As members of the National Geographic Society they actually own it. They write us as many as 84,000 pieces of first class mail a day. They renew their subscriptions at an amazing rate of more than 87%. Entire families regularly read and have confidence in the pages of the magazine, both editorial and advertising. They have a warm spot in their hearts for our product. We think there's room there for your product, too!

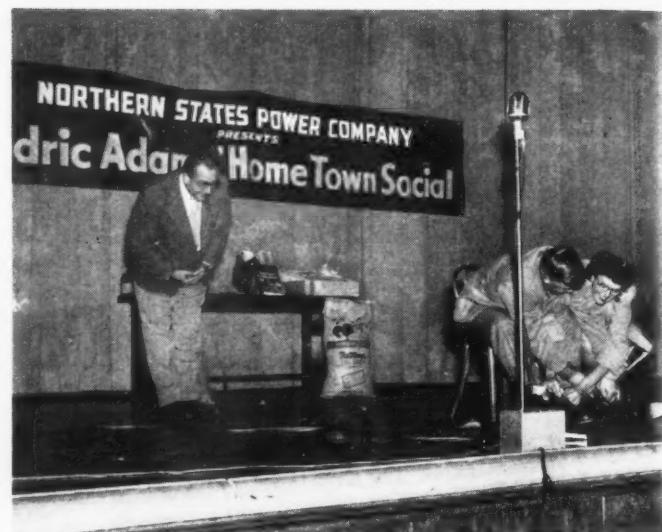
**America's most
active minds
read**

Now, more than
2,000,000
circulation
according to
publisher's
current
records.

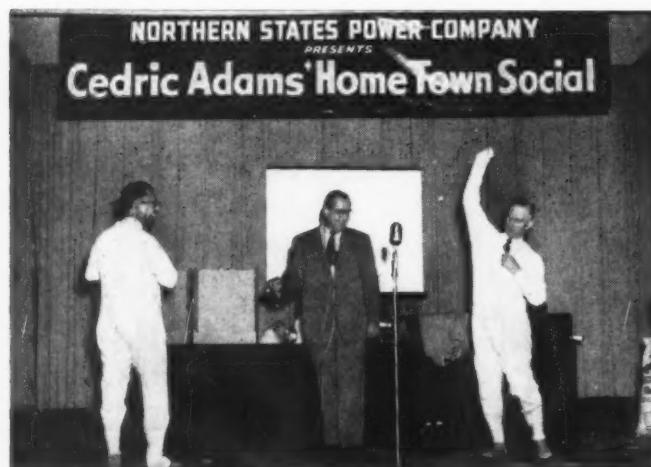




ADAMS IN ACTION: The Home Town Social broadcasts always include one or more interviews with local people. The girl is an airplane pilot from Pipestone, Minnesota.



IF YOU'VE SEEN "BEAT THE CLOCK," you know the type of fun-making stunt Adams & Co. dream up for audience participation. Sample: Race to see which of pair can first lace other's shoes.



AUDIENCES EAT IT UP when a pair of contestants put on long underwear, insert balloon in front, operate air pumps to blow up balloons. One whose balloon bursts first is a "blow hard."



S. R. O.: Shows are so popular crowds usually exceed capacity of local halls. Adams failed only once in an attempt to get a local personality on stage. Lady explained she'd "yust had teeth out."

Utility Strengthens Public Relations With a Small-Town Road Show

Entertainment-hungry folks in Minnesota hamlets pack the house when Cedric Adams comes in with his "Home Town Social." The "commercial" doesn't show. The idea: to take the edge off the propaganda in favor of public power.

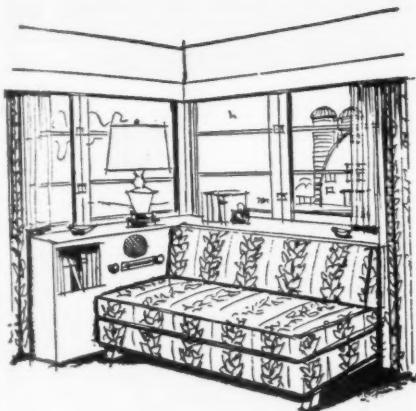
Based on an interview with B. F. BRAHENNEY
President, Northern States Power Co.

Northern States Power Co., Minneapolis, took its case to the people in the public power issue by coming out with an advertising and public relations campaign that has set something of a record in the utilities field.

The program, carried on during the last year, has attracted attention among executives because they recognize the difficulty of selling some types of institutions to the public.

This is what they have done:
1. Organized a road troupe that

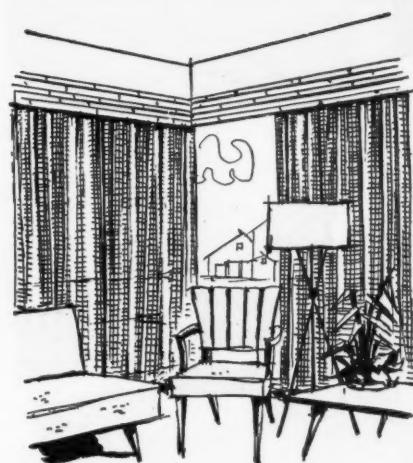
SALES MANAGEMENT



The apron length glass curtains shield sunlight...floor depth drapes add color.



Gay cafe curtains for the lower half of window give privacy...match wallpaper.



Light filters through wide mesh curtains...makes pattern of sun and shadow.

“Brighten the corner where you are...”

For the women on the prosperous Midwest farms curtains are hot news and featured in **SUCCESSFUL FARMING**.

These farmers have had a dozen years of unbroken prosperity, and big incomes. During the war years they paid off their outstanding mortgages, reduced their debts. Mechanization and electrification of farms resulted in a tremendous new postwar market for equipment, power tools and machinery.

The farm home is now catching up with the farm plant. And remodeling the old houses and building new houses is going on at an unprecedented rate. The Midwest farm home is today's choicest market for quality furniture and furnishings, rugs, central heating, modern kitchens, major appliances.

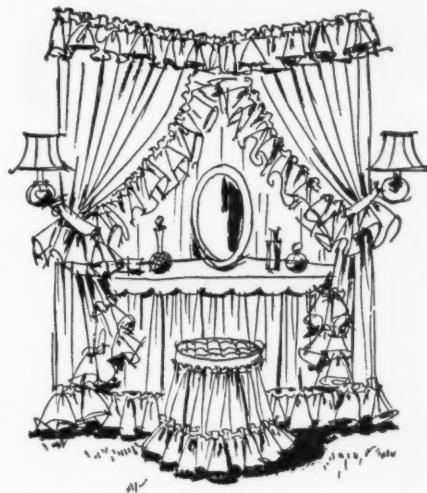
The best medium for reaching the new market is **SUCCESSFUL FARMING**...which gives more editorial space, effort and thought to bettering farm

living than any other major magazine.

SUCCESSFUL FARMING concentrates nearly a round million of its 1,200,000 circulation among the nation's best farm families in the fifteen agricultural Heart states...with the best land, and largest investment in physical plant...operated with the best brains, best methods, machinery and management...producing the highest yields and cash incomes. The average earnings of the SF subscriber easily exceed the US farm average by 50%.

GENERAL media merely fringe the best market, and TV touches it lightly. No advertising medium gives as much of today's choicest class market as **SUCCESSFUL FARMING**, and no national advertiser can balance his sales effort without it! Full facts, any SF office.

MEREDITH PUBLISHING COMPANY, Des Moines...New York, Chicago, Cleveland, Detroit, San Francisco, Atlanta, Los Angeles.



Sheer organdy, ruffled tie-back curtains form frame for a feminine dressing table.



Pull-back floor length drapes...give light control for the corner picture window.



**Only ONE Station DOMINATES
THIS RICH, GROWING
15-COUNTY MARKET
with GENERAL MERCHANDISE SALES of
\$97,220,000***

* Sales Management 1952 Survey of Buying Power



The Journal Sentinel Station

WINSTON-SALEM
AM-FM

NBC Affiliate

Represented by:
HEADLEY-REED CO.

has traveled some 50,000 miles and played before nearly 60,000 persons who live in and near communities Northern States serves.

2. Reached, through rebroadcast of some of the events taking place at the shows, a radio audience estimated at 300,000 each week, including approximately 38,000 persons in Minneapolis and St. Paul.

3. Made company supporters out of a substantial number of persons who had nurtured a grudge.

This was done with newspaper space, radio time and entertainers who put on topflight shows in entertainment-hungry small communities.

B. F. Braheney, NSP president, says the program grew out of frank recognition that the company had a public relations problem to solve. The only contact a utility has with the majority of its customers comes when customers pay bills or complain that a storm has knocked down a wire. Most utilities are lax in making it clear that they appreciate the businesses of their customers. Many fail to square away differences with customers who believe they have an honest complaint.

While NSP had engineered the first experimental farm power lines in the country, in 1923, that expansion program had bogged down during depression years when farmers couldn't purchase machinery utilizing electricity and would have been hard pressed to meet small bills just to keep lights turned on.

Building of farm service lines pushed ahead as farming again became profitable and farmers could make use of power, but the program

had been knocked out of step and time was required to catch up.

The situation added up to one ideal for the public power protagonists in Washington. They took full advantage of it. The National Rural Electrification Administration sent representatives out to the grass roots level, to mingle with farmers and sell public power at town meetings.

They did a businesslike job of selling by convincing farmers and towns people that (a) private power companies were interested in them to the extent of the money they could draw out of a community and (b) Uncle Sam was coming to the rescue with public power which would make machines run for little or nothing.

Specific Problems

That's when Northern States asked Campbell-Mithun, Inc., to help plan a program which would tell private power's side of the story.

As the advertising agency saw it, Northern States needed:

1. Some way of giving a community and its residents something to combat the propaganda to which it was exposed.

2. A means of making it clear that it was not an octopus reaching out from Wall Street but a friendly organization owned by stockholders living in those same communities.

3. Someone who could present the NSP story so that it would be given fair consideration.

Finally worked out was a program which included:

Cedric Adams, newspaper, radio and television personality, who took a troupe of entertainers into one community each week, to entertain and broadcast, admission free, but with tickets controlled by the local NSP manager.

A rebroadcast, the Sunday following the programs, of an NSP program based on interviews Adams had had with local personalities before or after the shows.

Purchase of newspaper space and radio time to put a spotlight on each of the communities in turn.

Firmly established, at the start, was the understanding that Adams would not attempt to do any direct selling in behalf of NSP. He would simply present the local NSP manager, emcee the show, put on his nightly news broadcast, frolic with customers and wind up the show.

Adams is something of a phenomenon in the area in that he has the common touch that makes every word believable to his listeners. When Adams made it clear that the NSP man who introduced him was a friend, the NSP man automatically became the friend of everyone in the audience. Reaction to Adams seems to be about the same whether he is talking to a somewhat cosmopolitan audience in Minneapolis-St. Paul or to persons in a town of a few hundred.

The NSP show wasn't damaged any last March when *Collier's* magazine pointed out in an "inside-Adams" article that people in a several-state area go to bed by Adams' schedule. The people "listen to



*8,250,000 people changed addresses
between March, 1949 and March, 1950.
(U. S. Department of Commerce report)

How to tell the floating population* where they can buy your products

- Millions of prospective customers are constantly on the move. That's why it's common sales sense to let the public know where to buy your product wherever they may be.
- The easy and economical way to do this is through national Trade Mark Service in the 'yellow pages' of the telephone directory.
- National Trade Mark Service pin-points your dealers in almost every locality. Their names,

addresses and telephone numbers can be listed in the 'yellow pages' under your trade-mark or brand name.

- Then, for a perfect tie-up between your dealers and your national advertising, include a statement like "Look in the 'yellow pages' of the telephone directory for a list of our dealers."
- It helps check substitution, builds happy dealer relations.

For further information call your local telephone business office
or see the latest issue of Standard Rate and Data (Consumer Edition)

How the
RICHMOND
 (California)
INDEPENDENT
 operates its
EARNED
MERCHANDISING
CREDIT SYSTEM:

Product:	GOEBELS
1/1/52 Earned	
Merch'g Credit:	\$ 0.00
1952 Credits:	21.76
New Account Bonus:	50.00
TOTAL (to date):	71.76
Merch'g Performed	
1952 to date:	44.70
BALANCE:	\$27.06

Has your product an earned merchandising credit in the Richmond, California, Independent? (Notice the "New Account" bonus!) For information on your product check with Win Smith, National Advertising Manager of the Richmond California Independent.

RICHMOND
 (California)
INDEPENDENT

We publish two good newspapers... they are read by everybody in and around Louisville

We sell advertising space at reasonable rates. It produces sales.

The Courier-Journal
THE LOUISVILLE TIMES
 Owners and operators of
 Station WHAS and Station WHAS-TV
 371,134 DAILY • 300,970 SUNDAY
 REPRESENTED NATIONALLY BY THE BRANHAM CO.

Cedric" from 10 to 10:15 p.m., and salesmen driving on country highways often have commented on the manner in which lights begin to blink out at 10:17 p.m. after Adams leaves the air.

The show caught on from opening night, and corn never was delivered in such quantity except at harvest time. The name decided on was "Home Town Social," which Northern States feels reflects a sincere desire to come into a community and put on a party as one of the neighbors.

There was a good style show, some leggy dancers, a pantomime couple and a girl yodeler, along with some other features. Customers loved it and yelled for more.

For Adams, dignified citizens were led to the stage and manhandled in a manner that would have gotten another emcee chased out of town. A few carloads of prizes were awarded in such a way that the pompous men were kidded and the worthwhile prizes went to people who could use them. The "Cokes" were on the house.

NSP got in some serious merchandising licks, too:

Showrooms were slicked up, because in most cases that was where the people picked up their tickets for the show.

The Personal Touch

Local NSP men were instructed to see to it that the manager of the local REA co-op, if any, was supplied with tickets to the show. NSP has a policy of getting along with local co-ops, of which Minnesota has more than any other state.

Biggest headache of the local NSP man was to keep the audience down to the size local facilities could accommodate, without alienating people who wanted tickets. A display of what can be done with electric lighting came to be quite a drawing card.

But some odd results cropped out in other places:

Listenership for Sunday afternoon broadcasts, built around recordings of interviews with small-town "characters," remained consistently around 300,000. In Minneapolis-St. Paul, where residents presumably would have little interest in what happens on an outstate Main Street, checks showed a radio audience consistently better than 38,000. Campbell-Mithun concluded that it was right in its hunch that a lot of big-city people originated in small towns and have a nostalgic longing to know what small communities look like.

In the 39 communities the shows

and subsequent radio broadcasts were given more than 1,300 inches of newspaper space, most of it on front pages. Newspapers in all the communities carried advance stories, a review after the show and, in many cases, pictures of the performances. Adams says news coverage was better than at any time during the eight years he has been touring the Upper Midwest.

Some local Northern States managers reported as many as 300 contacts by telephone, letter or personal call, from persons who enjoyed the shows.

Volume of mail response astounded the company. There were hundreds of the usual "We love Cedric" letters but there were hundreds of more significant ones. A letter from one editor in the heart of the co-op belt, is typical:

Merchants Sought It

"One of the advantages of a newspaper in a town is that it feels the public pulse. The people who were fortunate enough to see the show enjoyed it thoroughly. . We believe you are doing a great service to small communities where people sometimes feel they are left by the wayside. . . ."

The introduction to another typical article in a really small community said: "The Cedric Adams Home Town Show, sponsored by the Northern States Power Co. in the village hall, was one of the outstanding social events of the season and drew a capacity crowd from far and near. To be exact, there were 980 persons present at the show."

Northern States picked the towns for the show not because the maximum number could be packed into existing facilities, but because these were the towns where the show would do the maximum good.

In reaction to the programs, a sizable number of communities sent in demands to Northern States, Campbell-Mithun or radio station WCCO that they be added to the list of towns or cities in which the show was scheduled.

Pressure from local merchants on local NSP managers to get the show was constant. Some divisional NSP managers, skeptical when the series was launched because they had a touchy local situation, had a quick change of heart and demanded that they be cut in.

Adams has taken the show off the road for the summer months but NSP expects in the fall to be back in business at the old stand, selling good will and, incidentally, more usage of power.

family live in?



If you were to drive down Fourteenth Street and stop at Number 703 (it's a white stucco house in the Spanish style) ...

If you were to get out of your car and walk into the backyard (the tree at the right in the photograph is an avocado) ...

If you were to spend a few hours with the Petersons (they're outdoors a lot, and the yard is their favorite place for meals) ...

If you were to do all these things, you would know exactly where you were. For everything about the place says "California."

Once inside their house, though, you'd forget about geography. You would find the Petersons a lot like other above-average families. They're interesting to talk with. They live well. They're keen magazine readers. And you'll find The Saturday Evening Post at the top of the pile on the living-room table.

For the Petersons spend the most time with the Post and pick it up most often. Mr. and Mrs. Peterson have read it regularly for more

than twenty years. And it has won the family's confidence to a degree that no other publication even approaches.

This devotion to the Post is characteristic of its readers. And there are millions of them. Altogether they make up the most important market in America. To reach them, U. S. business places more advertising lineage in the Post than in any other magazine.

It gets to the heart of America.



19-year-old Tom Peterson's pride and joy is this rebuilt pre-war coupé. He's put in special speed equipment, uses it for racing. His father is an automotive fan, too, and reads all the car ads in the Post to keep up with new models.

The Saturday Evening
POST -gets to the
heart of America

Dear Editor

MORE ON CO-OP ADS

Editor, SALES MANAGEMENT:

Congratulations on your fine article in the July issue, "Cooperative Advertising: Sales Tool or Fraud?"

My convictions on the subject are definitely with the "cons," and justly so. Most unfortunately, your survey did not break down the categories of business far enough to reveal the true sentiment of the food producing industry. Our limited experience in the Southwest has definitely proved that cooperative food advertising is fraudulent, for these reasons: First, the food processor seldom ever gets a fifty-fifty deal; he pays all. Second, he pays open rate to chain stores, getting minimum contract rates. It has been widely circulated that some chains make more profit on advertising than on grocery sales.

The most drastic part about this situation is the "snow-ball" effect it is having everywhere. Little regard is taken for the placement of advertising where the stores, or the product, receive full value. In the food field I believe that some day the independent processors who are forced to pay open rate for distribution and merchandising, which is normally a function of selling, will revolt. I for one hope so.

We are a small advertising agency. However, we have seen clients attempt to sell their grocery store products and fail to build consumer demand as a result of cooperative advertising and its tremendous cost. It is our belief that articles such as yours should continue to be published for the purpose of ironing out a bad situation.

W. ED ALLEN
Vice-President
Greer, Hawkins and Allen, Inc.
Houston, Tex.

NO "SIT"

Editor, SALES MANAGEMENT:

The writer has followed with interest the "Adventures in Shopping" articles in your splendid magazine, and I heartily agree with your objectives in getting across to the manufacturer that training retail sales people is their responsibility.

We have made studies for some of our clients to find out *what* training they should give the people who sell their merchandise and *how* to go about it.... In your Significant Trends section (July 15), reporting on the *Fortune* survey, you wrote: ". . . and retailers are loud in

praise of the one who actually sits behind the counter for a spell of this kind of role-playing."

I am sure you did not mean to say "sits." That is what there is already too much of. The problem facing the manufacturer is to get the retail clerks off their fannies and doing some selling. If the manufacturer's representative goes in to help them sit, it is money and time wasted.

No doubt you meant to say "gets behind the counter," and somebody made a typographical error . . .

R. L. LONGWELL
President
The Longwell Co.
Indianapolis, Ind.

(Right. A typo.—The Editors.)

FRACTURED ENGLISH

Editor, SALES MANAGEMENT:

Here's a glossary of advertising and printing terms which you won't find in Victor Grohmann's "Advertising Terminology," reviewed in SM for July 15. It was compiled by Roy Whittier, Sid Ward, Bo Weaver and your reporter when we were fellow-Ayerdales back there in 1931. You have "leave to print" if you wish:

AGATE LINE: Samples carried by salesman for kitchen-utensil house.

ADVERTISEMENT: Something *you* write and the client *rewrites*.

ZINC: Receptacle in kitchen.

COPPER: Flippant term for minion of the law.

PRESS: What copywriters' trousers are out of.

NEGATIVE: Client's attitude.

PORTFOLIO: Something ambassador carries.

METAL FURNITURE: Simmons Beds.

MATRICES: Cushions for same.

COPY: Opposite of "original."

LOCK-UP: Place where local inebriates spend the night.

FULL POSITION: Attitude of drunk leaning against mail-box.

QUOIN: What we receive Friday afternoon.

RATE-MAKERS: Famous Belgian cartoonist of World War I.

SCRAPBOOK: Diary kept by pugilist.

WASH DRAWING: A laundry scene.

LINE DRAWING: Same, an hour later.

BEN DAY: Father of Daylight Saving.

BLACKFACE TYPE: Genus Africano.

COLOR PAGE: Bell-boy in Dixie.

SKETCH: One-act play at the Palace.

FILE: Chief implement of manicurist.

PROGRESSIVE PROOF: Raise in pay.
INSERTION: Trimming for lace panties.

BROCHURE: Piece of jewelry, worn at throat.

CAMPAIGN: Mumm's Extra-Dry. ("Obs. in U. S.," we said in 1931)

PROSPECT: To dig for gold.

PROSPECTUS: (Latin) To dig for gold.

ANALYSIS: Name of American Naval Academy.

STEREOTYPE: Old-fashioned photograph.

CLOSING-DATE: "Yes, I'd love to go."

LAYOUT: Banquet.

HAND PROOF: The Significant Solitaire.

PRESS PROOF: Old maid.

PICA: Poor spender.

ITALIC: Pertaining to Fascism.

VIGNETTE: Place where grapes are grown.

CROP: Agricultural term.

CENTURY CONDENSED: Wreck on New York Central.

MAIL ORDER: Knights of Pythias.

CAPITAL: Building where fires start in Washington.

PRINT: Name applied to butter.

ROTOGRAVURE: Roster of Who's Who in Bathing.

COMPLETE PLATES: Full set of false teeth.

ETCHING: A tickling sensation.

CARTOON: A cardboard container (I just revised this one)

VISUALIZER: Device for spraying liquids.

AGENCY: What you're to write for in your town.

PROBLEM: Last word in stock headline, "Let us solve your problem."

BRAND-NAME: Kellogg or Post.

COMPLETE COVERAGE: The new long skirts.

BROADSIDE: Opposite of "head on."

DIRECT MAIL: To address letters.

CONSUMER APPEAL: "It's right off the boat."

TRADE MARKS: Groucho's kid brother.

T. HARRY THOMPSON
Philadelphia, Pa.

(The same Thompson who edits SM's "Scratch Pad."—The Editors.)

ABOUT "9 WAYS" REPRINTS

Editor, SALES MANAGEMENT:

Will you kindly send me 225 reprints of "9 Ways to Irritate a Prospect and Lose a Sale," which appeared on pages 28 and 29 of SALES MANAGEMENT for June 15 . . .

E. L. SCHUJAHN
Vice-President
General Mills, Inc.
Minneapolis, Minn.

(Reprints on "9 Ways" were delayed because of vacation schedules. To all who have ordered: Shipments should have reached you by the time you receive this issue.—The Editors.)

How to Put More Meaning Into Your Sales Language

In all selling there is one truly indispensable tool: the spoken or the written word. Until we learn how to use words that are effective because they communicate meaning, we shall never be able to sell with professional skill.

BY WILLIAM R. KELLY
Sales Promotion Manager, Sinclair Refining Co.

The salesman is not just "a man of words!"

He is, first and foremost, a man of persuasion. Most of his persuasive progress depends upon how well he can communicate with other people—move their minds or their feelings, or both. And that all boils down to the question: How capable is he in getting his *meaning* across? All of his words, written or spoken, are but the vehicles of that meaning. Some words carry it well, others poorly, others not at all. Communication of meaning depends upon the people on both ends of a persuasive discussion . . . how they think, how they feel about the words and the things the words appear to represent.

"Bargain" means one thing at Park Avenue and 125th Street in Harlem . . . something else at Park Avenue and 51st Street near the Waldorf. "Harmony" might be friendly agreement at U.N., esoteric music at Carnegie Hall, "Sweet Adeline" at Joe's Bar. "Freedom" means one thing to an American, another to a Pole and something else to a Russian. One word, three different ideas. "Guarantee" may have a clear-cut meaning to a salesman, no meaning at all to a prospect. The expressions "statistical proof" and "unbiased survey" may pack a persuasive wallop or cause a feeble flutter, depending both upon the listener's ability to understand and the salesman's ability (and inclination) to define.

One of the first things every salesman must learn is that there is no ironclad, unchangeable relationship between words and ideas. A ready flow of words is not the same thing as a ready flow of meaning. And that's where semantics enters the persuasive picture. *Semantics is the study of the meaning of words*, or better

yet, *of the relationship between words and people and meanings*. In short, semantics teaches better ways of using language.

Here is a budding science well worth some exploration by smart sales management. So far, this new approach to better expression and better understanding has been applied to almost every branch of book learning and yet it would appear that its great-

est benefit and most practical application is to be found in the science of persuasion. After all, it is mainly through words that people are influenced to buy.

Facts vs. Feelings

Let's take a quick look at one or two of the basic views that tie in with selling.

A word, says the semanticist, is a sign of thought and, generally, there are two kinds of thought:

I. A thought that has a referent: That is, a thought about something that exists somewhere in the physical world. It may be about a steam turbine, a P&L report, a chemical formula for synthetic rubber, a toothpick or one of the pyramids. Such a thought is called referential and remains referential until somebody's feelings enter the picture. (The se-

About the Author:

No one can ever accuse Bill Kelly of ivory-tower sales management. He joined Sinclair in Chicago in 1926 at the service station level. He later won his spurs as a salesman, advanced to the management level as sales supervisor and branch manager. After two years of Army service during World War II, he returned to Sinclair as TBA sales manager where he achieved some newsworthy sales increases. In July of this year he was made sales promotion manager for the company.

In the course of assembling a book on selling, he developed a deep interest in semantics. "I found," he says, "that most of the current source material related to the practical on-the-job aspects of persuasion were, in the main, unrelated to any basic and understandable system of persuasion."

He explored the fields of logic and psychology, and then, "one day I took a tentative look at semantics . . . The immediate effect was like a king-size shot of bourbon on an empty stomach. Here was a new science, new in name at least, made to order for sales teaching . . . waiting only for someone to rescue it from the sterile cells of abstruse speculation. That's how I got into semantics!"

The editors of Sales Management think you will agree that Mr. Kelly has simplified his findings and his thoughts about the application of semantics to selling to the point where almost any sales executive, or any salesman, can take out of his discussions something of direct and practical use in day-to-day sales work, and in sales training.



The San Diego market has shown an increase during the period 1940-1950 of 92.4% — the highest rate of growth of any market among the top 43 in the country... according to Dr. Vergil D.

Reed, vice-president and associate director of research of the J. Walter Thompson Company. *San Diego now has a 710,808 population — a 28% increase over 1950 — per the special March, 1952 census.*



**San Diego Union
and
EVENING TRIBUNE**

REPRESENTED NATIONALLY BY THE
WEST-HOLLIDAY CO., INC.

Keeping up with San Diego's impressive growth...
96.4% of San Diego homes receive the
San Diego Union or Evening Tribune!

manticist is quick to explain, however, that even referential language must, in some degree, be influenced by the mind that perceives the object and chooses the words to describe it.)

2. A thought that may have no referent: It may be a personal opinion, an ethical standard. It may be an honest, beautiful and wholesome thought. It may be tinged with blind prejudice, misplaced faith or unreasoning love. It may represent a viewpoint on socialism, free enterprise, liberty, democracy or the social value of television. Such a thought is emotive in character. While it may be related in some way to a referent, while it may concern people, products or practices, it is, in greater or lesser measure, an internal process. There is nothing in the outside world that can be pointed out as a thing absolutely represented by the thought.

So we have two general classifications of words in semantics—referential and emotive; just as we have two kinds of motivations in selling—reasoning and emotional. Fundamentally, they are the same breed of cat, but in semantics the distinctions are sharper and we dig deeper to uncover the reasons why.

The Triangle of Reference

Before any object can have a name, the name must be invented by the mind of man. If the name is to remain in circulation, then man must also keep it alive through usage.

Hugh Walpole has created a handy device to help us remember the relationship between an object, a thinker and a word. He calls it the "Triangle of Reference."* At one corner of the triangle is an object, using his illustration, a pig. At another corner, a man. At the remaining corner, a word; in this case P-I-G: (or "schwein," "cochon," "cardo," etc. depending upon your native tongue.)

The object (the pig itself) he calls a "referent"; the word for pig he calls a "symbol." The symbol can bear upon the referent only if man fills the gap between them. Man sees a group of letters (p-i-g) and thinks of a certain animal. Or man looks at a certain animal and thinks of a word (p-i-g). How man fills the gap between the word and the referent is a prime problem of semantics.

Take the word "gold," for instance. Gold existed long before man discovered it, thought about it, and found a word to refer to it. But he

*Semantics—Hugh Walpole. W. W. Norton & Co. 1941 N.Y.C. p.p. 78-104.

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did give it a name and the word "gold" has been kept alive for centuries, only because man has continued to think and talk about it. Frenchmen call it "or," the Spaniard "oro," the German "gelt," but regardless of the language symbol, few people think of a lustrous, yellow, malleable, metallic element when they speak or hear the word. People think of buried treasures, ornaments, fortune or power; and the power itself can be visualized in a thousand different ways by different people.

The influence of "people" between words and the things the words intend to represent grows as words become less concrete. Most of us get the same picture when we hear the word "box car," for instance, but try to work up a little agreement between a group of listeners when someone mentions "planned economy."

If a salesman will simply memorize the triangle of reference, it will help him to bear in mind that *a word has meaning only as a mind gives it meaning*. It can be a constant reminder that there are *two* minds involved in the process of persuasion—his and the buyers, and that *words* are not necessarily *meanings*. Somehow the buyer must be made to grasp an idea, picture a referent . . . and the symbols must be appropriate to the job.

Metaphor

There is no quicker way to nail down an idea during a sales presentation than the appropriate use of metaphor and analogy.

We all know what metaphors are; they decorate everybody's speech. "Joe is a *fox*." "Kid Gavilan *exploded* his *olo* punch." "We want *live wires* in this outfit." All day long we respond to certain sights, sounds, smells, touches and tastes! These responses are quickened by memories of past sensations. I say a brave man has "guts" because I recall the feeling of disintegration in my belly when faced with danger. I call another man a "vulture" because his actions remind me of a great ugly bird waiting to feast upon a dying and defenseless animal. A metaphor simply carries something from one field of experience to bear upon something in a different field of experience.

We are just as familiar with analogies. A critic of adult education says, "It's like trying to teach an old dog new tricks." A friend says confidentially, "When you buy that product you throw your money down the sewer." Few conversational tools get a better workout in the language of

Sales Management's

BIG Christmas Gift

feature coming in the

September 1 issue

You'll want to read it through before

ordering gifts for your business

friends. It's the nearest approach

to a text book on planned

Christmas gifting ever published.

This huge Christmas Package

. . . full of suggestions for happy giving

. . . will appear in our next issue.

selling. Metaphor and analogy are semantic cousins. Most of what we say about one is applicable to the other.

Now the salesman moves in a segment of life that is literally a figurative playground and he has a sizable stake in "play upon meaning." He must always be conscious of metaphorical usage, whether generated in his own fertile imagination or encountered from outside sources; in other words, whether it is used by him to add clarity to his intended meaning or by a competitor to confuse the buyer.

His strategic employment of metaphor is a pretty good indication of a salesman's persuasive maturity. There is, and always must be, a time and a place for factual explanation in a sales story. But a presentation overburdened with documentation is usually a poor presentation. The salesman who is on his feet in the closing round is the salesman who knows when to step in and jolt the buyer with one of his own powerful memories. Words like hurricane, rocket, avalanche, granite, atomic, lightning, home, vacation, gravy and apple pie are popularly used as metaphors. The salesman selling an inventory control system says quite seriously: "No horse gets anywhere until he is harnessed." Warning against a competitive proposal, he says: "Would you take your new Buick to a blacksmith shop to have it serviced?" A commonplace and common level metaphor is the simple, but effective, "it stinks."

If calculated use of metaphor and

analogy is part and parcel of good, aggressive selling, then it is equally important that we see how understanding of these devices can help us when they are used against us.

Great herds of buying people are misled every day by metaphors. They listen to these verbal charlatans and react in terms of fact. They read and speak and think in metaphor so freely and carelessly that they mistake metaphors for things. Even if they are vaguely conscious of metaphorical or analogous usage of a term or a phrase, they cannot estimate the metaphorical value—the degree of similarity or dissimilarity escapes them. No salesman should have to wait until his professional maturity to discover that many buyers either lack the ability or don't take the trouble to compare things without confusing them. He must learn at the beginning of his career to be on guard against the gullible millions who refuse to search for the unique qualities in any loose comparison; to warn them not to be stampeded to abrupt conclusions based on remote similarity of condition or circumstance.

One big dairy company equips its driver salesmen with this clincher: "To say that all butter is the same is to say that all athletes are alike or one doctor is as good as another. You know that isn't true. There's always a leader, whether its sports or medicine or anything else." This, of course, is argument by analogy, one of selling's most effective weapons.

Let's go a little farther afield and

consider visual analogy. A large corporation in the motor fuel business recently made an excellent sound movie for educational purposes which began by picturing the automobile cylinder as a muzzle-loading cannon—the piston, the ramrod. The intake, compression, power and exhaust strokes of the engine were so vividly represented that I doubt that anyone who saw the movie will ever forget the four-cycle principle of the automobile power plant and the alleged performance of the company's product. Oversimplification of principle? Maybe. Maybe not. A true representation of what takes place in an internal combustion engine? Perhaps. Perhaps not. But in any event it was convincing to the audience.

I. A. Richards* helps to clear up the workings of metaphor with his "tenor" and "vehicle" system. Tenor is the underlying idea—the drift of speech or writing. Vehicle is the word that expresses the tenor in familiar terms. "If you feature my product you will hit the jackpot," says the salesman. The tenor "fast turnover and big profit return." The vehicle "jackpot."

Aristotle on Metaphors

Only the most steadfast mind can resist the persuasive pressures of metaphor and analogy and its ancient influence was acknowledged by Aristotle when he said: "The greatest thing by far is to have a command of metaphor . . . It is the mark of genius, for to make a good metaphor implies an eye for resemblances."**

Whether the salesman is selling his own product or unselling another's, he must be ever conscious of metaphor and kindred devices. On the one hand, he must be able to bring sensations from the buyer's old, familiar experiences to play upon the topics under discussion. On the other, he must be equipped to warn against metaphorical illusion. He must understand metaphorical value no matter upon which side of the persuasive arena it appears. The salesman who is wholly factual in a world so largely figurative will be taking careful and deliberate strides north on a train that is moving south.

*I. A. Richards—"Philosophy of Rhetoric." Oxford Press—1936. p. 76.

**The Poetics

(This is the first of two articles by Mr. Kelly on "persuasion for profit" . . . the application of sound language principles to selling. In the second article he will discuss context, fiction and definition as applied to the selling process. The second article will appear in SALES MANAGEMENT for September 1.—The Editors)

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SELLERATION

GIVE AWAY
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IMPRINTED BALLOONS • IMPRINTED PLAY BALLS • IMPRINTED RUBBER TOYS

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American Builder Readership Study:

Essential facts brought out in the original Advertising Research Foundation Readership Study. It charts findings such as percentage of readers with buying influence, number of home subscribers, importance of pass-along readers, and other factors on readership measured from personal interviews with the magazine's readers. There is an elaboration of the flow chart of all the pages measured. This is made useful in that, through use of color, the editorial and advertising pages are identified, thus showing why specific types of editorial features as well as particularly factual or interesting advertisements received high readership scoring. Write to C. J. Wageman, Publishing Director, *American Builder*, 79 W. Monroe St., Chicago 3, Ill.

Export Market for U. S. Drug and Health Products:

A 32-page booklet published by *Pharmacy International* and *El Farmaceutico* reveals that the export market for U. S. drug and health products, equipment and supplies reached the record level of \$567.8 million during 1951—31% increase over 1950 volume. Current trends indicate another record-breaking year in 1952. Products are alphabetized within groups. Write to John F. Burke, Promotion Director, McGraw-Hill International Corp., 330 W. 42nd St., New York 36, N. Y.

Scientific Appraisal of Practices of Sales Executives: An audit of responsibility and efficiency for the sales executive published by National Sales Executives. It is a study of some of the more important questions sales executives might ask themselves in determining their present and future efficiency and responsibility. The questions to be checked are listed

under these heads: Marketing Research, Sales Training, Sales Forces, Sales Promotion, Merchandising, Advertising, Middle Management, Physical Distribution, Production and Sales Costing, Capital and Budget Control, Planning and Co-ordination, Exporting, Administration, Public Relations. Included is a sales executives self-evaluation chart. A single copy of the booklet sells for 50¢; 10 copies, \$4; 25 copies, \$7.50; 100 copies, \$25. Write, including remittance, to Robert A. Whitney, President, National Sales Executives, 136 E. 57th St., New York 22, N. Y.

Market Research Case Histories:

Prepared by Richard Manville Research, they cover 12 case histories of how manufacturers have lowered costs and increased profits through market research: such problems as how to reach more customers through better media selection; measure and learn true intentions—not polite interest—in your product; lower distribution cost and increase profits by analyzing channels of distribution in terms of volume versus costs of each type; make your advertising back up your sales staff. Write to Richard Manville, Richard Manville Research, 230 Park Ave., New York 17, N. Y.

Metro Sunday Comic Sections:

A report from the Research Department of the Metropolitan Group. It includes reprints of advertisements and Starch readership data for the 10 Sunday comics campaigns read most thoroughly by women and the 10 most thoroughly read by men. It illustrates the opportunities offered by Sunday comics to hold the interest of the mass comics audience to product selling stories. Write to William McK. Spierer, Promotion Manager, Metropolitan Group, 220 East 42nd St., New York 17, N. Y.

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Advertising
by this agency has shared
actively in the growth of
Fram...

the world's
largest automotive
filter manufacturer

Make your account our next success story!
Write, wire, phone:

**VANSANT
DUGDALE**

→ BALTIMORE

Advertising since 1912

11th IN EFFECTIVE BUYING INCOME PER CAPITA

among Sales Management's
162 Metropolitan Areas

Distributors and merchants here are pleased that the Quad-City area has moved 3 steps ahead to 11th place in the effective buying income category. This great depth of quality among 240,000 Quad-Citians is a pretty good promise of success for the advertiser who has quality merchandise to sell and does it wisely through the use of WHBF-TV now received by over 110,000 TV set owners. Les Johnson, V.P. and Gen. Mgr.



Quad-Cities' favorite
WHBF AM
FM
TV
TELCO BUILDING, ROCK ISLAND, ILLINOIS
Represented by Avery-Knodel, Inc.



In all the ways you measure a magazine's stature, INDUSTRY AND POWER is growing . . . solidly . . . steadily.

Learn more — write

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Established 1920
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IN A
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THE MEATPACKING INDUSTRY

* is one of the largest, most stable segments of U. S. Industry, good times or bad . . . buys in billions, year after year.

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THE MAGAZINE THE MEATPACKING
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NEW YORK 17 *

Mystery Shopper Idea Jogs Retail Salespeople

Packard-Bell shops its TV dealerships and awards weekly prizes to salespeople who rate highest on 8 points in an effective demonstration. The plan is well publicized.

Packard-Bell Co., Los Angeles, is not moaning about the wretched state of retail selling ability. It's putting extra effort—and merchandise prizes—into prodding salespeople to do what should come naturally: help the prospective TV set buyer to make up his mind.

Several thousand salespeople in 800 California dealerships carrying Packard-Bell TV sets are likely to be visited by a mystery shopper. While the would-be customer may appear to be a little undecided about which TV set to buy, he or she will not be indecisive about one thing: how the salesperson rates on Packard-Bell's selling scale.

Packard-Bell, in a sense, is checking up on the ability of retail salespeople. But first the company provides salespeople with all the sales features in the Packard-Bell set and tells them all about its "Mystery Shopping" contest.

The company's mystery shoppers rate salespeople on how well they cover these six points:

1. Packard-Bell's performance superiority
2. Furniture styling
3. Testimonials from owners
4. Demonstration of other Packard-Bell features
5. Packard-Bell's company history
6. Packard-Bell's telecaster feature

In addition, the Packard-Bell mystery shoppers give extra attention to (1) how the over-all P-B story was presented, and (2) when P-B was suggested as the set to buy. The last point is the big money winner. If the salesperson suggests the Packard-Bell first instead of a competitive TV brand the salesperson garners 20 points toward the maximum 100 on the P-B rating scale. If for sales strategy reasons, the salesperson suggests P-B second, he or she is credited with 15 points.

Each week Packard-Bell compares

the ratings turned in by the mystery shoppers, and announces the four top and four place winners. Top winning men are awarded \$55 suits; women receive a \$55 merchandise coupon. Place winners receive a Packard-Bell clock radio. Packard-Bell distributes to salespeople a weekly folder announcing the winners.

How do salespeople rate? In one week, Packard-Bell received 41 mystery shopping reports with these scores:

Points	%
80 and over	4.8
70 "	9.8
60 "	19.6
50 "	12.2
40 "	14.6
30 "	9.8
20 "	14.6
10 "	4.8
Under 10	9.8
	100.00%

Sample reports:

Rated 80: Salesman in suburban Los Angeles store. No TV set on when mystery shopper entered. Two Packard-Bell sets in window. Salesman presented P-B set first, said, "Packard-Bell keeps right up to the times. Being here on the West Coast it caters to western trends. Notice the clear definition of the picture; there's a barber shop right next door with all kinds of electrical equipment, but that doesn't bother P-B at all." The salesman called the customer's attention to the closed back of the set, and its color plug-in. Store was neat, carried three other brands, had an inventory of 14, of which five were P-B.

Rated 20: Saleswoman in city furniture store which was crowded. No sets were on. All sets hard to examine, table models standing on console sets. When P-B was mentioned the saleswoman showed an older model, saying: "This is the latest, and I can let you have it for such-and-such a price, which is so much off."

Beats all how fast WSM makes

them grow!



On September 3, 1951, Royal-Barry-Carter Mills, manufacturers of Martha White Flour, launched a new product, Martha White Coffee.

Since WSM and WSM folk music talent have played such a phenomenal role in the success of Martha White Flour, 95% of the radio budget (which was the lion's share of the total budget) was allocated to the Central South's boss salesmaker.

Wise decision? Well — Martha White Coffee — "a man's coffee" — already has distribution in four states, and the upward sales curve keeps getting steeper all the time.

If you have a new product you want started right, or an old one that needs building up, better see what folk music salesmanship WSM-style can do. Irving Waugh or any Petry Man can supply case histories that will make even a cost accountant look happy.

WSM Nashville
Clear Channel
50,000 Watts

IRVING WAUGH Commercial Manager • EDWARD PETRY & CO. National Representative



HOW TO PROMOTE DISTRIBUTOR SERVICES: This mailer—one of six—won top award for Osborn Manufacturing Co. in a distribu-

tor association contest. On the backside, Osborn spells out for industrial buyers the advantages of dealing with industrial distributors.

15 Cues for Better Mailings Through Industrial Distributors

They're reminders for old hands at preparing direct mail and are a convenient check list for newcomers who don't want to overlook tested ideas. How do you rate effect?

BY LOUIS H. BRENDL
Merchandising Director, James Thomas Chirurg Co.

"What is the main thing wrong with direct mail promotional activities of manufacturers for industrial distributors?" asked one of a group of sales and advertising executives recently.

"Waste," replied the merchandising manager of a multi-million-dollar company. "First, waste caused by the failure of distributors to use this material properly after they get it. Second, failure on the part of the manufacturer to create mailing pieces that are acceptable to distributors and handle them most effectively."

Let us review how some smart manufacturers and progressive distributors are working to reduce this waste:

1. Send Out Mailing Pieces Only on Order: A number of manufacturers make it a practice never to send out any quantity of direct mail material to a distributor unless the latter has ordered it. This is less wasteful than the routine of sending each dis-

tributor a supply of mailing pieces, whether he wants it or not, in the blind hope that it may be used.

Do manufacturers impose any limits on the quantity of mailing pieces they will furnish? A large industrial brush manufacturer has this to say: "On our major mailing efforts we impose no limit on the number of pieces furnished to the distributor. This applies only if the demands are reasonable. An order for 3,000 pieces from a small distributor in a lightly industrialized area would be eyed with a great deal of suspicion, and our territory representative would be asked to investigate. On the other hand, an order for 5,000 or 6,000 pieces from a large distributor in a highly industrialized area would be sent immediately. On our less important envelope stuffers, etc., a dollar value limit is imposed, based on a percentage of the distributor's gross purchases."

2. Offer Distributors a Selection:

The Trumbull Electric Department of General Electric Co. regularly makes up a kit of a couple dozen different mailing pieces and allows its distributors a choice. Company salesmen show the kits to their distributors and encourage them to participate in the direct mail activities. Order blanks are provided as a part of the kit.

3. Supervise Distributors with Company Salesmen: Some manufacturers use their salesmen to check up on their distributors' direct mail efforts. It is the responsibility of these company representatives to keep informed on their distributors' stock of company direct mail material and make sure it is used properly.

To be of help to distributors, a manufacturer's salesman must know more about the subject than the distributors. (One New York distributor's statement indicates that this is not always true. He says: "Manufacturer's salesmen are not exactly a big help in advertising matters. Many of them do not seem to be even advertising minded, and very few of them know anything about the mechanics of direct mail.")

4. Personalize Direct Mailing Pieces: An Ohio manufacturer, who is an expert in the use of this form of distributor support, offers this suggestion: "Personalize direct mail as much as possible. The pieces should be addressed to a person as well as to



Idea suggested by JACK O'HARA,
Valentine-Radford Advertising,
Kansas City, Missouri

In Chicago, it takes 2— to make your shots count

BECAUSE . . . Chicago has outgrown the power of any single daily newspaper to reach even half of your city and suburban prospects.*

Today it takes two daily newspapers to reach a majority of the market—and for most net unduplicated coverage, one of your two **MUST** be The Chicago **SUN-TIMES**!

*See the Publication Research Service study, "Chicago Daily Newspaper Coverage and Duplication, 1951," or write us for details.



CHICAGO
SUN-TIMES

CONCENTRATED WHERE MOST OF THE BUYING IS DONE

211 W. Wacker Drive, Chicago 6

250 Park Avenue, New York 17

TOTAL CIRCULATION, 550,293 AVERAGE NET PAID DAILY (ABC PUBLISHER'S STATEMENT FOR 6 MONTHS ENDING MARCH 31, 1952)

AUGUST 15, 1952

Nat D.
Williams

One of
WDIA's
many famous
personalities



Kroger Stores Do A Big Selling Job With WDIA, Memphis

Since Fall of '51 Kroger has used a substantial spot schedule on WDIA for its large chain of Memphis food stores to sell the great Negro segment of the Memphis market—further proof of WDIA's complete dominance in selling to the 439,266 Negroes in WDIA BMB counties for all types of accounts . . . local, regional and a great list of national accounts including Wilson & Co., Maxwell House, Coffee, Tide, Blue Plate Foods and many others. WDIA can do a big job for you, too! Get the full story today.

HOOPER RADIO AUDIENCE INDEX						
City: Memphis, Tenn.		Months: April-May '52				
Time	Sets	WDIA	B	C	D	E
MF 8AM-6PM	13.1	23.0	25.5	16.2	10.3	7.4
				7.2	7.1	

MEMPHIS **WDIA** TENN.
John E. Pearson Co., Representative

"T" is for Teacher



And Her Influence reaches 10,000,000 Homes

When you tell your story to America's public school teachers and school administrators, you reach, in turn, 26,000,000 American youngsters whose attitudes and beliefs are guided through classroom teacher-pupil contact. And what they see and hear in school is carried to millions of homes.

The impact of teacher opinion is nationwide. Tell them about yourself . . . your company . . . your products.

You can reach them in the 44 State Teachers Magazines with total circulation of over 866,000. Only with State Teachers Magazines can you do an adequate job.

You can get the complete story by writing for new free folder, "26 million kids . . . target for today!" Address Georgia C. Rawson, Executive Vice President, State Teachers Magazines, 309 N. Michigan Ave., Chicago 1, Illinois.

State TEACHERS Magazines

the company. In this way the effect is definitely pin-pointed as the mailing is received by a party who influences in the specification of the product being promoted."

5. Use Up Promotional Material:

Years ago, when working for a distributor, it was my assignment to throw away several barrels of direct mail and other sales promotional material. Since then, I have learned how some thoughtful manufacturers advise their distributors to use up printed matter rather than waste it.

Here are three practical ways surplus mailing pieces may be used by distributors to salvage some value from them after they should have been used but weren't—or were left over: (1) distributor salesmen leave one behind on each call (If they don't get to see the person they came to see, leave the mailing piece clipped to their card.); (2) put one in each package that is delivered to customer; (3) use as envelope stuffers (if they are not too large and heavy).

6. Follow-up by Distributor Is Essential:

An anonymous manufacturer sounds off as follows: ". . . The impact of a direct mailing is multiplied many times when the distributor salesman carries one of the mailing pieces and lays it on the prospect's desk as he discusses the product. On occasion we send one of our special salesmen into a distributor's territory to follow-up the mailing, pick up the orders and turn them over to the distributor. In this way we have proved time and again that *follow-up* pays in getting orders from customers who have never before purchased the particular product from the distributor involved."

7. Who Does the Actual Mailing?

The most common method of handling this type of direct mail promotion is for the manufacturer to prepare the mailing pieces and furnish them to the distributor. The latter then takes care of the mailing himself.

A somewhat smaller group of manufacturers invite their distributors to furnish their mailing lists and then these manufacturers handle all mailings themselves. The Goodyear Tire & Rubber Co. follows this procedure and charges the distributor a flat rate based on the number of names on his mailing list. At the same time Goodyear furnishes stocks of envelope stuffers, catalog sheets, circulars and many other promotional materials at no cost to distributors. This procedure has the advantage of insuring that each mailing goes out

and that it goes out when the manufacturer wants it to go.

There is still a third method of mailing some companies use which also insures that all mailings will go out on time. With this setup, the manufacturer arranges for a mailing house near each individual distributor to handle the mailings on a local basis.

8. Who Pays for This Direct Mail?

As a general rule, manufacturers provide direct mail promotional material to the distributors on a "for free" basis. The distributor usually cooperates by handling the mailing which includes paying for the postage. Here's what R. R. Schultz, advertising manager of the Osborn Manufacturing Co., Cleveland, has to say on this subject: "We do not charge for any direct mailing pieces which we send to our distributors. We stand the full cost of the mailing pieces and the individual envelopes and the imprinting of the distributor's name, address, and telephone number on the mailing pieces and envelopes. All this material, plus the freight, is paid for by us. The only expense the distributor has is the addressing, stuffing, and postage."

Certain manufacturers who actually do the mailing to the distributors' mailing lists, require the distributors to furnish letterheads (when they are needed) and pay for the postage. They claim that when distributors have to shoulder a part of the cost of the direct mail costs, they are more interested and are more likely to keep their mailing lists up-to-date.

Frequently, when a manufacturer arranges for a local mail house to handle the distributor's mailings, the distributor pays for this charge and the manufacturer pays for the mailing pieces and for imprinting the distributor's name on them. One eastern manufacturer utilizes his trainees for making these arrangements with local mailing houses and "selling" the proposition to the distributors. This takes this load off the regular company salesman and is excellent experience for the trainee. Again, there is no hard and fast rule. Some manufacturers pay all the costs of direct mail regardless of which form of mailing is employed.

Those manufacturers who have printed distributor policies, usually include some outline of the obligations of both parties with regard to direct mail promotion. A clear understanding of what is expected of the distributor and the manufacturer will in most cases avoid neglect or arguments later.

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9. "Direct Mail Kit" for Distributors: For several years the Worthington Pump & Machinery Corp., Harrison, N. J., has furnished its salesmen with a "kit" consisting of an actual sample of each item of sales promotional material that is available for distributor use. An order blank pad is included to be used by the distributor in requesting the promotional material he selects. Although most of this kit is made up of self-mailers, broadsides, stuffers, postal cards, blotters, it also comprises newspaper mats, maintenance hints, catalog inserts and *Mill and Factory* cover advertisements. A leading Connecticut distributor speaks glowingly of the way this manufacturer is handling this job with an 18-page booklet picturing and describing about three dozen Worthington sales promotional aids which are available to their distributors.

10. Make it Easy for Distributors: Experienced sales managers of manufacturers have learned not to expect too much from their distributors in connection with advertising, direct mail and other sales promotional activities. They realize that only the bigger distributors have an individual employee specifically assigned to the task of sales promotion.

This adds up to the fact that the average distributor has neither the manpower nor the ability to do a good job in this field. Therefore, the easier the manufacturer makes it for the distributor to do a good direct mail promotional job, the more likely the latter is to do it.

11. Schedule Distributor Mail Campaigns Well in Advance: Not long ago I heard a distributor complain because he received a supply of direct mail material from his electric tool manufacturer just *after* his organization had had a sales drive on this line *including the distributor's own mailing pieces*. This might easily have been avoided by scheduling mailing with distributors farther in advance.

Distributors favor the manufacturer who "submits well in advance, a portfolio showing the whole year's direct mail program, with a suggested mailing schedule." They prefer a planned continuous campaign rather than the "one-shot affairs" used by many manufacturers. It must be realized, however, that a distributor representing a score of manufacturers could not handle a planned full-year mail campaign for each one—if each one of them made such an offer. This means that until the distributor's mailing potentialities are saturated, the one or two manufac-

BIRMINGHAM DISTRICT Now the South's

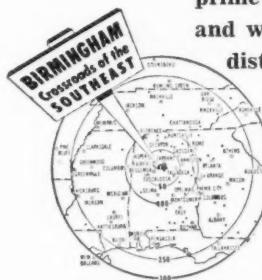
"Trucking Capital"



"No. 1 Gateway" to Alabama and the South is the designation given Birmingham by trucking associations. Through this natural Gateway, 68 truck lines—42 of which have headquarters here—give direct, fast scheduled service to the Nation's markets. They provide regular daily or overnight truckload and less-than-truckload service and also make direct deliveries to principal cities in the South, East and Midwest. Their equipment comprises every type required for general commodity and specialized operations.

Out of Birmingham to major market centers, Birmingham's truck lines transport a large tonnage of this district's finished products—textiles, iron and steel articles, chemicals, food products, marble, and many more. Into large storage warehouses in this geographic center of the South, they bring from many sections of the country a wide variety of products for distribution throughout Southern markets.

Birmingham's extensive motor carrier facilities have been a prime consideration with many of the industries and warehouses that have located recently in this district.



For specific rate information or other data on trucking service into or out of Birmingham, write this Committee.

BIRMINGHAM COMMITTEE OF 100

1914 Sixth Ave., N., Birmingham, Ala.

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CUSTOM-PRINTED SCRATCH PADS



500 PADS
(25,000 sheets)

\$29.50

1000 PADS
(50,000 Sheets)

\$49.50

FOB Memphis

For distribution to your customers

Here is effective advertising at low cost. Pads are $4\frac{1}{4} \times 5\frac{1}{2}$, printed in blue ink on 16-pound white bond paper, 50 sheets to each pad. Unconditionally guaranteed to satisfy; delivery in 30 days. Samples available—order NOW!

STANDARD PRINTING & SUPPLY CO.

P. O. Box 1451 307-9 Madison Memphis, Tenn.

Rated firms shipped open account; all others cash with order.

SHOW YOUR WARES...

• WHERE IT COUNTS



"BAYONNE CANNOT BE SOLD FROM THE OUTSIDE"

What has a "strip-teaser" to do with selling a newspaper? Well—it dramatizes our story that an attentive audience (69% of the families in Bayonne) is waiting for your message when you place an advertising schedule in THE BAYONNE TIMES.

THE BAYONNE TIMES
BAYONNE, NEW JERSEY

Nationally Represented By BOGNER & MARTIN

NATION-WIDE FIELD SERVICE USEFUL TO ADVERTISERS AND EDITORS

Organization of 500 capable Photo-Reporters provides effective way to obtain on-location photos, case histories, stories, testimonials and releases.

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turers who have continuous, well-planned campaigns signed up in advance, are going to get more than their share of their distributor's direct mail support.

12. What Type of Mailing Piece Is Best? A panel of the country's leading distributors were recently asked this question. Their answers were varied enough to prevent any marked preference for broadsides, self-mailers, booklets, postal cards, folders, envelope stuffers, and so forth. Once the discussion got on *stuffers* and an experienced distributor condemned this form of mailer because it is frequently crammed in with invoices or statements—is received by the wrong people—and as a result has a high mortality rate. At this point, another equally-successful distributor jumped up and said, "You can *all* throw out stuffers if you want to—but I intend to keep them; I've found them effective."

L. W. Jander, manager of sales of the Industrial Division, Henry Disston & Sons, Inc., gives this advice: "The common use of these stuffers by distributors is to enclose them with statements or with packing lists in shipments going to consumers. Many distributors have found the latter more effective since these pieces of literature have a better opportunity to get to the buying influence, rather than the user of the product, when included with the packing list, in shipments going into the plants."

Others favored different types of mailers. No form of mailing piece was without its champion. If any lesson was to be learned from this discussion, it was that each form of mailing piece has its specific usefulness and can be used effectively. The practice of including a variety of forms of mailers in a campaign to provide a change of pace and avoid monotony is followed by the leading manufacturer-experts of direct mail.

13. What About Reply Cards? Most distributors like to get reply cards back from mailing pieces sent to their customers and prospects. They accomplish the following:

(a) Reassure both distributor and manufacturer that their mail campaign is being read.

(b) Provide distributor salesmen with concrete topics of interest on which to base individual call.

(c) Frequently uncover new and previously unknown men who influence purchases.

(d) Enable manufacturer to provide his distributors with tangible evidence of support and cooperation.

(e) Develop a certain number of live leads.

Whether a manufacturer gets the reply cards himself or whether they are returned direct to his distributors, he should exercise some supervision over their subsequent disposition. The reputation of the manufacturer suffers when requests for information about his products are not handled *promptly* and intelligently.

A New Jersey manufacturer made the mistake of calling all the reply cards from direct mail, "leads," when he sent them out to his distributors. Actually a more truthful designation for them would have been "requests for literature" for that is what the reply cards requested. When distributor salesmen followed up these so-called "leads" and found that only a very few were *hot prospects* and that the vast majority merely wanted a bulletin to read or file, they were disgruntled at their waste of time. Everything was squared away after the terminology was changed and the suggestion was made that the literature be mailed out and an offer to call with additional assistance be made either by telephone or letter.

It is not unusual for a manufacturer to employ a system for follow-up on his distributors in an effort to find out how effective his promotional efforts are and to safeguard against neglect of potential purchasers.

Rust-Oleum Corp., Evanston, Ill., has worked out a clever way of using direct mail to evaluate a new distributor. A series of four mailing pieces are sent out to the distributor's own mailing list. If the return to the distributor from these mailing pieces is less than 20% to 25%, it is an indication that the distributor does not "stand strong with his customers or with the firms on his mailing list." Robert A. Fergusson, president of this corporation, says: "If you find a distributor who has an organized and consistent effort to keep in contact by direct mail with his customers in between the calls of his salesmen, this is usually an excellent sign of an aggressive and successful distributor."

14. Bring Distributor into the Picture: The most common gripe of distributors about manufacturers' advertising and direct mail, is that they don't mention the distributor's name at all, or that they mention it in a way which is not prominent enough. Distributors (and a great many manufacturers) like to think of their relationship with their manufacturers as a "marriage" or at least a "team" operation. So when they see a catalog or a mailing piece that fails to

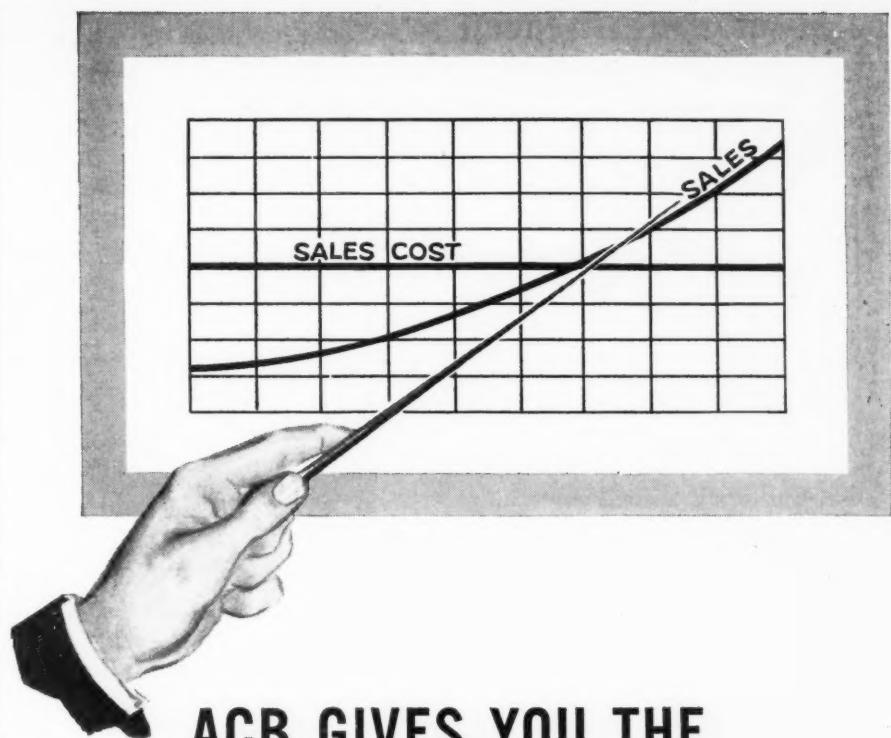
mention the distributor, they feel—and rightly so—that they are not getting a square deal. And, even more important, they are sure that both the manufacturer and his distributor suffer saleswise through this omission. Some distributors feel so strongly about this delinquency that they will throw away literature or mailing pieces that are not properly imprinted with their names. They say that the manufacturer is "tricking" the prospect when he generates interest in his product and then fails to tell this potential buyer "where he can get it."

Waste may also be averted by "bringing the distributor into the picture" when mailing pieces are created. Ad managers who periodically go out in the field and talk with distributors find out what they want and don't produce "ivory tower" creations the distributors can't or won't use.

The Nicholson File Co. recently furnished its distributors with a two-color envelope stuffer and a letter explaining why its files are "sold only through the distributor" and why this is to the user's advantage.

To encourage manufacturers and their advertising agencies to do a better job of publicizing the economic soundness of buying through distributors, the National Industrial Distributors Association and the Southern Industrial Distributors Association recently made awards to the companies that did the best job in their direct mail campaign during the past year. The awards are to become an annual event with the presentation to take place at the annual joint convention of manufacturers and industrial distributor associations. Manufacturers who are interested in the details of this award, may obtain the full story by writing H. R. Rinehart, 1900 Arch Street, Philadelphia 3, Pa.

15. Cover Territorial Peculiarities by Specialized Mail: The age-old distributors' complaint that "my territory is different" has some truth in it. Advertising in national publications does not permit anything more than a universal message to *all* territories. But smart manufacturers "tailor-make" their direct mail promotion so that specialized appeals go to the rubber center, Akron; oil center, Tulsa; steel center, Pittsburgh; textile center, Providence; chemical center, Philadelphia; furniture center, Cook County, Ill.; and so on. The flexibility of direct mail makes it easy to promote a dozen different products to a dozen different industries in a dozen different territories.



ACB GIVES YOU THE "grassroot" information YOU NEED FOR BETTER SALES AND ADVERTISING RESULTS

ACB Reports give facts on which decisions can be safely made

Into ACB's receiving rooms each day comes the nation's daily newspapers — their columns laden with $1\frac{1}{2}$ billion dollars yearly of retailer advertising plus $\frac{1}{2}$ billion dollars of national advertising.

The advertising columns are read and checked and processed into ACB Reports — each Report made strictly according to the user's own specifications! More than 1,100 progressive concerns use ACB Reports to alter or confirm their sales set-ups and advertising strategies.

As you study an ACB Report, clear-focus pictures of situations like these are framed in your mind.

... What's gone wrong with retailer support in Jensea's territory . . . Competico is really advertising in the Atlantic States . . . the price spread in Dallas seems wide . . . why are we getting "skunked" in Tacoma . . . The Emporium in Macon is doing a standout job with our mats . . . our new man isn't bad according to this Report . . .

Wherever a product is sold through retail stores, there is a need for ACB Research Reports. Kroehler Co., world's largest maker of furniture, a user of ACB Reports for more than 15 years, says:

"ACB service has been extremely valuable to us as a means for increasing the amount of daily newspaper advertising run by our dealers mentioning our brand name."

Send for New Free Catalog

ACB has just issued a new catalog describing its 14 different services and cost of same. It's a 48-page book that should be in every sales and advertising department. In addition it contains a directory of all daily newspapers plus the U.S. Trade Census breakdown of 1,769,540 retail establishments! Send for it—it's free!

ACB reads every advertisement in every daily newspaper

ACB SERVICE OFFICES

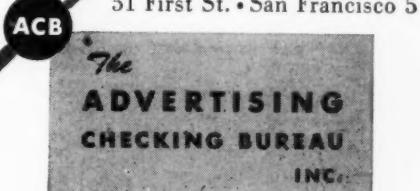
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18 S. Michigan Ave. • Chicago 3

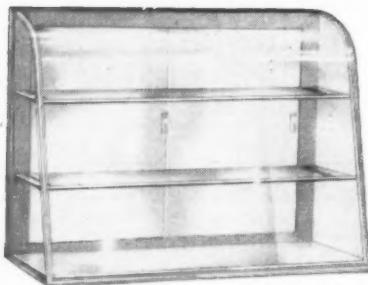
20 South Third St. • Columbus 15

161 Jefferson Ave. • Memphis 3

51 First St. • San Francisco 5



Boost sales with Waddell
POINT OF SALE
Displays
For deals or resale!



Get our price on self-amortizing displays to build dealer sales! We ship standard counter, floor, and wall units from stock; and custom build in quantity to your specifications. Tell us what you sell, type of unit wanted, and how many!

Free warehousing and drop shipments may be arranged.

THE

WADDELL

COMPANY, INC.

Since 1889

Dept. D

Greenfield, Ohio

50th year

FINANCIAL
WORLD

ANNOUNCING:

**The Golden Anniversary Issue of
FINANCIAL WORLD**

America's Pioneer Investment Weekly

TO BE PUBLISHED

OCTOBER 1, 1952

Contents Will Include:

Feature Articles by

DR. GEORGE KEITH FUNSTON
President, New York Stock Exchange

AND

EDWARD T. McCORMICK
President, New York Curb Exchange

Discussions of

Free Enterprise vs. Regulated Economy
Progress and Prospects for Leading Industries
History of Security Regulation
Record of Investment Banking
Canada—The New Industrial Frontier
PLUS

Important Tabulations and Charts

Advertising Forms Close Sept. 19th
Folder and Rate Card on Request

write

FINANCIAL WORLD
86 Trinity Place • New York 6



TOP MAN: For all-around performance M. E. Businger, Jr., Cleveland, (center) receives a plaque from C. F. Megelin, manager, Special Products Department, Kellogg Switchboard and Supply Co. (left). At the right, Hugh A. Tulane, dealer sales supervisor for Kellogg. Another award was made for superior salesmanship.

Merit Award Stimulates Balanced Sales Effort by Dealers

An annual Dealer Merit Award sponsored by the Select-O-Phone Division of Kellogg Switchboard and Supply Co., Chicago, has, in two years' time, helped the company to advance from a poor third in its field to first place. The firm manufactures office and plant intercommunication systems.

When the first announcement of the Dealer Merit Award was made in 1950, it was a casual off-the-cuff statement that the award would not necessarily be made for sales volume, but to the dealer who did the best all-round job. They were told, too, of a second award to be made at the same time: one for the salesman showing biggest percentage increase. Both awards are plaques.

Response, according to Carl F. Megelin, manager of Kellogg's Special Products Division, was excellent. Forty-eight of the company's 50 franchised dealers attended the awards dinner held after the end of the 1951-52 contest year.

Winner for the year was M. E. Businger, Jr., manager of Buckeye Sound Systems, Cleveland, whose total score topped all other competitors based on:

1. Percentage of quota attained.
2. Best increase over previous year's percentage of quota.

3. Number and size of direct mailings.
4. Sales conferences attended.
5. Excellence of display sign.
6. Ability to install and maintain Select-O-Phone.
7. Excellence of sales effort.
8. Financial responsibility.
9. Business reputation.

The salesman's award went to Paul C. Gault, Southeastern Sound and Electronics Corp., Greenville, S.C.

Emphasis on well-rounded sales effort is important to Select-O-Phone, Megelin points out, because a high type of sales skill is called for on intercom systems. The typical sale calls for the methodical breakdown of resistance arising out of contentment with things as they are. A successful Select-O-Phone man must have abilities and skills more or less comparable to those of a successful electric typewriter salesman, and must meet similar problems.

Well-attended sales meetings for dealers are evidence of newly aroused dealer interest. Megelin cites the example of a number of dealer attendees who bring along their own tape recorders. Back home later, they sit in their offices and listen to the recorded proceedings for several days more, to fix in their minds the points discussed.

*Detroit
Means
Business...*

Cut yourself the richest slice

The News reaches:

- 61% of the new car buyers
- 56% of the TV owners
- 55% of the home owners
- 65% of incomes over \$7,000
- 61% of \$5000 to \$6999 incomes
- 54% of \$4000 to \$4999 incomes

Through The Detroit News, you not only reach the MOST families in the Detroit market, but the families who make the most and spend the most. In the 6-county retail trading area, where 4-billion dollars retail business is done annually. The News' coverage is densest where income is highest. And 32% of The News' coverage of all homes in the Detroit Standard Metropolitan Area is exclusive . . . they read no other Detroit newspaper!

That's why The News carries practically as much total linage as both other Detroit newspapers combined.

The Detroit News

THE HOME NEWSPAPER

467,066
highest weekday circulation
in Detroit News' history

577,826
highest Sunday circulation
in Detroit News' history

A. B. C. figures for 6-month
period ending March 31, 1952

Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH • Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

15 Ways to Use Suggestion In Building a Sale

Because most people prefer to buy rather than to "be sold," salesmen who understand the use of suggestion in personal selling often succeed where others fail. Here are some practical ideas for using suggestion techniques.

(The material that follows is a digest of a typical sales bulletin in the series being sponsored by North Star Motor Parts, Inc. See box on facing page for explanation and background.)

You can influence people in two ways: by argument or by suggestion. People follow a process of reasoning or they act upon suggestion.

We do not want to toss overboard the idea of selling by argument (reason). There are many who are best influenced in this way. But we are going to turn our attention for a while to the use of *suggestion* in selling. For salesmen, suggestion is usually more effective than is argument. Suggestion is subtle; it plays upon the emotions, and it works upon those who do not carry out elaborate processes of reasoning—that is, most people.

The use of suggestion often enables salesmen to get favorable decisions without going over all the multitude of details a buyer would want to consider were he to decide by reasoning. A salesman who understands suggestion and can apply it to his selling tasks will usually accomplish his objectives more easily and more quickly.

Suggestion is the power to insinuate into the mind of the listener an idea creating an impulse to action.

For the salesman, it involves planting an idea and then waiting for it to accomplish results. It is not persuading or convincing the prospect that the idea is a good one, but merely getting the idea into the mind of the prospect—like planting a seed.

When a salesman phrases his thoughts correctly in giving a suggestion, the prospect's mind is receptive, and the prospect acts without examining or questioning the cause of his action.

Negative Suggestion: A salesman called on me recently and said: "I

am not asking you to read this letter, I just want you to notice the name of the writer and the date." But I read the whole letter and it turned out to be useful to the salesman. He made the suggestion about reading the letter a negative one, yet I followed it.

Gregarious Suggestion: Gregarious suggestion is based on the old fact that many people are inclined to follow the leaders in action or thought, or both. For example: "This plan will appeal to you, not because others have accepted it but for the same reasons that these prominent citizens of your city have accepted it."

Some people resent the idea that they will do a thing because another has done it. You can use suggestion with them nevertheless by saying: "I do not want you to buy because someone else has bought, but rather for the same reasons that he bought."

Authority Suggestion: A way to plant a suggestion so that it will not be questioned is to preface it with a remark that shows authority. For example: "The Department of Commerce in Washington reports car loadings for the month are up." The

prospect rarely asks how much the car loading figures are up; he accepts a fact on suggestion by recognizing the authority who launched it.

Time Suggestion: Most people like to have their time respected. Some people are too emotional to listen long. Still others are too weak mentally to concentrate more than a moment or two on any one subject. To these a time suggestion invites concentration. For example: "I can explain this plan to you in less than three minutes."

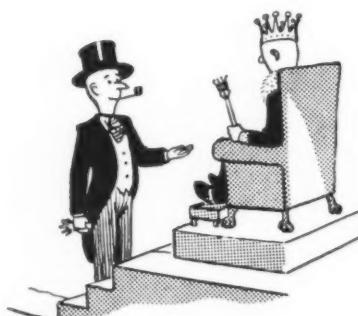
Anti-deflation Suggestion: Don't use a suggestion, either intentionally or unintentionally, which will serve to deflate your hearer. For example: "As you know, Mr. Kelvin invented the refrigeration idea as applied to home units." The listener did not know, but you eliminate the chance of humiliating him by assuming that he did know. The selling advantage of this strategem is to keep your listener's mind placid.

Submerged Suggestion: Many ideas may be insinuated into the mind of the listener through submerged suggestion. It is excellent to use in avoiding a display of egotism. For instance, you might find it to your advantage if your listener knew you were a college and fraternity man. You could say: "Your remark reminds me of one I heard the president make at a fraternity dinner." You are speaking about your prospect's thought seeming to pertain to the president, yet you make the submerged suggestion that you are a college and fraternity man.

Indefinite Suggestion: A salesperson in a department store used indefinite suggestion when a customer called, whose name she did not remember. She said: "May I suggest the color blue this time?" The words "this time" implied that the listener was a client of the past, that the salesperson knew her and remembered former selections.

En rapport Suggestion: En rapport means in harmony. A salesman said: "Because I make mistakes, like everyone else, I welcome suggestions from others, don't you?" If the listener agrees, he is then in a receptive mood for the appeal.

Staccato Suggestion: Often a series of staccato suggestions, bordering almost on commands, will prove valuable and in no way offend. For example: "Try it. It works. Try



All Salesmen Should Consider Themselves As Diplomats!

it." This type of suggestion is used by speakers to sway large groups, but it is often effective when you want to encourage someone to act when he is hesitant in making a decision.

Counter Suggestion: Whether the objective of the suggestion be true or false, the results may be the same. A counter suggestion may prove to be a kindness to the listener and an aid to the speaker. For instance, a salesman, in talking with a nervous and emotional person, may say: "I know you are not of the nervous, emotional type and hence, I can discuss this problem very frankly with you and know that you will grasp instantly every word of what I say." The speaker will find the listener trying hard to live up to these words.

A life insurance salesman once cornered an irascible prospect. He said: "I've been told by several men that you give a courteous hearing to visitors who call." The prospect lived up to a reputation he did not own but which the salesman imputed to him by suggestion.

Third Person Suggestion: It is sometimes wise to put your suggestions in third person. People are more inclined to question a statement expressed in direct language than one expressed indirectly. For instance, you, as a salesman, might say: "Many of your fellow members in the Chamber of Commerce say that business is improving." If the listener disagrees, he does not disagree with you but with his fellow members. You have not run against a stone wall. You have another chance. You can even agree with your prospect without giving way.

Future Tense Suggestion: You can sometimes create a state of buoyant expectancy in the mind of your listener by making use of the future tense to paint a picture of promised fulfillment of his day dreams.

In using suggestion you speak of the pleasant, never the unpleasant. A life insurance salesman paints the picture of the prospect's boy graduating from the law school.

Topic Suggestion: Sometimes the topic of your discussion may create a favorable suggestion for your prospect.

What you say paints a picture for your prospect to see.

Let your discussions be of ideas which are friendly and constructive. Let your subject and your remarks display an admirable character. If you start to discuss persons or events, you invite argument. "Great minds

North Star Bulletins Help Dealers Lift Batting Average

(The message on the facing page is a digest from one of the bulletins discussed here.—The Editors.)

Glen M. Bronson long has contended that retail sales people who actually are nothing more than order-takers would like to become real salesmen but they simply never have been taught anything about salesmanship. Mr. Bronson is a sales counselor in Minneapolis, Minn.

Lou Feck, also of Minneapolis, knew from watching garages, filling stations and similar service places that thousands upon thousands of dollars of easy sales were being passed up every year simply because no effort is made to sell customers what they need. Mr. Feck is manager of North Star Motor Parts, Inc., which supplies these places with Chrysler-line products.

When the two men collided, the natural result was a bulletin training course, prepared by Mr. Bronson and distributed by Mr. Feck to his retailers.

The first bulletin was ready a year ago, and Mr. Feck took copies around to his retailers. The reception was just so-so. A retailer would glance at his copy, put it aside and talk about a more pressing matter of business. Then Mr. Feck noticed that a few alert retailers were taking to heart the bulletin's suggestions on necessity of attractive display cases, of making the customer realize his business was appreciated, of having sales personnel make suggestions.

A chain reaction set in among retailers and soon the vast majority were displaying salesmanship which never was there before.

The bulletins, once all but ignored, now are getting an eager reception and are passed from one member of the sales force to another. Right now 2,000 are going out each month. Mr. Feck is planning to expand the idea into a more formal sales school.

Cost of the sales training effort, Mr. Feck says, is almost negligible in view of increased sales.

The flexibility of the plan especially appeals to Mr. Feck. When he is satisfied that his parts retailers are doing their maximum volume, he plans a new series of courses completely apart from the parts business. For example, a course can teach laundry driver-salesmen how to increase their volume.

How does Mr. Feck, a parts man, come out financially on teaching a laundry route man to make more money? He explains:

"If a laundry is happy with the help we have given them with their salesmen, perhaps our new-vehicle division can sell them Dodge trucks the next time they are in the market. If they buy Dodge trucks, they are going to buy Dodge parts. And North Star is going to get at least its share of that parts business."

Figures indicate that Mr. Feck knows what he is talking about. When he became manager of North Star, it was doing a parts business volume of \$12,000 a month, with an inventory of \$25,000. The volume now averages \$170,000 and the inventory is \$500,000. The volume last month was 24.7% over the same month a year ago—just before his "correspondence school" swung into action.



MORE PEOPLE read the *Sunday Courier-Express* than any other paper in Western New York. It's the big buy for mass coverage in this rich, 8-County Market. And to tell your message most economically to those families with the most money to spend, it's the *Daily Courier-Express* that gets results.

COLOR for ADDED POWER
Full ROP color weekdays
— to give your message
still greater impact in this
powerful newspaper.

BUFFALO COURIER-EXPRESS

Western New York's Only Morning
and Sunday Newspaper

REPRESENTATIVES:
SCOLARO, MEEKER & SCOTT

*Don't take a
Sagging
Sales Curve*

LION

down!



... here's the No. 1 way to reach and
influence a \$7,500,000,000 market ...

PACKAGING PARADE

THE NEWS MAGAZINE OF PACKAGING



More display space per \$ on Super-Size page ...
More attentive readership with news-and-picture
features, thru-the-book format ... Stronger sell-
ing impact on MORE important buyers ...
15000 (CCA) ALL-BUYER circulation

HAYWOOD PUBLISHING CO., 22 EAST HURON ST., CHICAGO 11, ILLINOIS
NEW YORK 17—101 PARK AVE. • WEST COAST—MC DONALD-THOMPSON

Under today's conditions market research and forecasting are most vital. All of the budgets for marketing functions, such as advertising, promotion, and direct sales work must be predicated on what research indicates is necessary.

—James J. Nance, President,
Hotpoint Inc.

discuss ideas; average minds discuss events; small minds gossip about people."

Volition Suggestion: You lead your listener to believe that he is acting entirely of his own volition. This reduces resistance. For example, the salesman says: "Mr. Brown, this plan has made money for others, perhaps it will for you. Obviously it is entirely for you to decide whether to try it."

Direct and Indirect Suggestion: Some people reject a direct suggestion. They resent appearing to be led. Obviously the salesman's procedure with a prospect of this type is to use indirect suggestion, to go a long way around—to go in the side door or back door to plant the idea. For instance, the radio announcement that "Smith and Co., manufacturers of Smithsonian clothes for men, will not mar the pleasure of the next broadcast by injecting commercials, but will bring you 18 minutes of uninterrupted beauty in music," is an indirect suggestion.

* * *

Search for the suggestive impressions you can convey to your prospective purchasers, the little things you can say, the acts you can perform, and the attitude you can assume to plant ideas in your prospects' minds—ideas that will grow into sales. In future sales messages we will provide many "suggestion" ideas for practical everyday selling use.
(Copyright by Glenn M. Bronson, Minneapolis, Minn.)

on the simple basis of
—today's population
—today's circulations
—today's coverages
50c of every
advertising dollar
destined for the
Detroit market
should go into
Detroit Times advertising
to cover
the Detroit Times HALF
of the great and growing
Detroit Market.

*You're Missing Something
If You Miss The Detroit Times*

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE



SHE OPENED 49 REFRIGERATOR DOORS for Westinghouse during the political conventions to show televiewers what is meant by frost-free. Betty Furness, frost-free herself, pulled off so many appliance demonstrations that she's become a household word from coast to coast. Is she the No. 1 salesman for Westinghouse?

Meet Betty Furness, Westinghouse's Candidate

When people speak of the "Furness line" these days they may not be plugging the steamship people, but TV-Actress Betty Furness and her line of Westinghouse consumer products. As far as CBS and Dumont televiewers and her sponsors are concerned, she was the most refreshing thing that happened to either the Republican or Democratic National Conventions.

Surrounded by refrigerators, dehumidifiers, vacuum cleaners, irons, mixers, fans, Miss Furness, 36, cooped herself up in a convention hall studio, stood by from the time cameras started rolling in the mornings until switches clicked off long past midnight. When the Democratic session finally adjourned, she had been on 47 CBS and Dumont stations a total of 4½ hours, made 158 minute-and-a-half demonstrations of Westinghouse appliances, 20 costume changes, put over 49 plugs for refrigerators, 12 for stoves, 42 for TV sets and 23 for dishwashers and washing machines.

How was it that the blonde ex-model managed to keep dullness and artificiality out of her 15 or more

demonstrations a day? Says she: "I try to be natural."

Here she tips her hand to salesmen: She says if she can accomplish a homey, straightforward approach before millions of unseen but prospective customers, a salesman can do it in the flesh before one customer when nobody is watching.

Says a spokesman from Ketchum, McLeod & Grove, Inc., Pittsburgh, advertising agency handling special events for Westinghouse: "We wanted Betty to behave before the cameras just as a salesman might on the floor. We sent out cards to Westinghouse dealers and asked them to watch Betty; we try to teach retail salesmen to do as Betty does."

How did Betty do?

One index of her pulling power is the \$2.95 ice tray which she recommended televiewers take advantage of; they could have it for 98c as a get-acquainted offer if they'd visit a Westinghouse dealer. Three days after the Republican session opened, Westinghouse distributors across the country wired Westinghouse: "Send more trays." CBS received hundreds

of tray requests from Furness watchers whose home towns are dealerless. Meanwhile, Westinghouse has lost count of its ice trays. An even better index: In one TV market, sales of Westinghouse TV sets during the week of the Republican Convention jumped 600% over the previous 4-week average.

"I believe," declares J. M. McKibbin, vice-president and general manager, Consumer Products Division, Westinghouse Electric Corp., "that if you can make a product demonstration interesting your audience will accept it wholeheartedly rather than be irritated."

Miss Furness, who has made 35 movies, done 450 TV shows, has a 13-year-old daughter, thinks there's a big challenge in doing live TV demonstrations. "The channel of communications during program breaks is, for most families, the well-worn path between the living room or the bathroom," says Betty. "The challenge is to keep them in their chairs until the whole show is over." According to her fan letters, the challenge has been met. Her conversational delivery on her weekly "Studio One" (CBS-TV) dramatic shows has brought her mail that adds up to this: Now Junior is sent to the kitchen for fresh popcorn while Mom and Pop stay where they can consider Westinghouse appliances.

The "Westinghouse Girl" (it's almost become generic) says she tries to give the impression of talking to just one person, not to a crowd. Says she: "I absolutely will not say 'Look, everybody,' or 'Look and listen to what I'm going to say.'" Too, Betty does demonstrate. Westinghouse can't stand the word "commercial" when talking about Betty Furness, hopes the words "product demonstration" will take its place in Westinghouse language, wants the demonstrations to show off product features instead of frivolity.

This year, of course, marked the first time political convention coverage has been sponsored to any extent. As you'd expect, Westinghouse heard mutterings that commercialism was overdone. Grumbled the *New York Post*: "For a time the marathon convention session threatened to use up more words than the TV commercials threw at convention viewers. Betty Furness took care of that with a few thousand well-chosen plugs." The rebuttal: Westinghouse used less than half the commercial time to which it was entitled under network regulations. In turn, viewers received 120 hours of Westinghouse-sponsored convention coverage.

Betty is not through plugging.

1754

grocers in 8
major Michigan Markets will
welcome and support your ad
schedules in Booth Newspapers!

Thoroughgoing dealer-service contacts
with these grocers will get your schedules
maximum attention and tie-in cooperation!

TOTAL CIRCULATION 410,746

ABC

up 12,095
in a year

FOR NEW MARKET FOLDER CALL NEAREST BOOTH OFFICE—A. H. Kuch, 110 E. 42nd Street, New York 17,
New York, Murray Hill 6-7232 • The John E. Lutz Co., 435 N. Michigan Ave., Chicago 11, Ill., Superior 7-4680

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

Now that the conventions are over, Westinghouse has more work cut out for the former stage and screen actress. She'll be sauntering into more product demonstrations, beginning this month, on a weekly TV program called "Pick the Winner," (CBS, Thursday, 9 p.m., EDT) where Westinghouse will invite two key Democratic and Republican representatives to sit before the cameras and argue politics under the surveillance of Moderator Walter Cronkite, CBS-TV.

"Pick the Winner" is to run 13 weeks, end on Nov. 3, election eve. Then, election night, Westinghouse will pay for CBS coverage of returns (all night if necessary) and for Betty Furness. Thus, Westinghouse has planned a political package for Betty. It began with the Republican Convention and will end with the election of the President. For the continuity, Westinghouse will write a check for "approximately" \$3 million.

Betty doesn't end there. She'll be pictured on dealer promotional pieces this winter, and already irons are in the fire to carry Betty's "convention" personality into trade and consumer advertising in magazines and newspapers. In the August issue of *Practical Builder*, for example, Betty looks out at the reader from a TV screen, where she's flanked by Ike, Taft, Kefauver and Harriman campaign signs. Says the copy:

"... Westinghouse - sponsored broadcasts and telecasts of the political conventions over CBS have reached more prospects than ever before. . . . Your house prospects have seen and heard these hard-hitting commercials. They have seen Betty Furness demonstrate the advantages of Westinghouse appliances . . . and they want them. . . ."

Newest Market Names

Henceforth, it will be easier for marketers to consider 153,400 people in the urban area in and around Newport News, Va., as a single market. Voters have turned Warwick County into the City of Warwick (pop. 42,900). Citizens of Hampton, Phoebus and Elizabeth City County have just formed the City of Hampton (pop. 65,000). Both adjoin Newport News (pop. 45,500). Under a new law, all three cities may vote, if they wish, to consolidate.



Burma's Jingles Pound It in, Drivers Take It on the Chin

From their Minneapolis headquarters, the Burma-Vita folks have for 25 years been hearing two pleasant jingles—the roadside kind, and the cash register kind. Both jingles are getting better, and both are closely related. Allen G. Odell, president and director of advertising, Burma-Shave, says so.

Burma-Shave cut into a jingle anniversary cake this summer, looked back over 25 years of jingling, patted itself on the back. Folks spent \$165,000 to Burma-Shave themselves the first year the jingles were planted along U. S. Highway 65, near Minneapolis; last year sales hit \$3 million.

What percentage of the company's business is now credited to 7,000 sets of signs tacked on the country's fence posts? Odell, smiling, says he can't tell. Indeed, it's up for discussion whether a driver will stop at the next town and buy a jar of Burma-Shave when he scoots past—

Free offer! Free offer!
Rip a fender
Off your car
Mail it in for a
Half-pound jar.

Odell got his jingle idea when he noticed a service station using roadside signs to advertise the place. For a while he tried to think up jingles himself, soon ran out of rhymes, started promoting jingle contests in *This Week* and other Sunday supplements. Now he's getting 50,000 entries a year. Entrants are motivated by more than a desire to see themselves in print: Next year's first-prize winner will get \$1,000 for 15 or so well turned words. That's about \$66 a word, absolute tops in the poetry field. Then there's a fistful of \$100 prizes, and for also rans, enough jars of Burma-Shave to grease both rails of the entire B & O system.

It's impossible to drive for 20 minutes in any direction without spotting the jingles. Impossible, that is, except in Massachusetts, Nevada, New Mexico and Arizona, where either the highways are too winding and

hilly or too sparsely traveled to encourage the idea.

The Burma-Shave story is told in 20 to 25 jingles each year, and the company has divided the country into two sections—the South and West Coast in one area, the Midwest and East in the other—so that signs can be switched in alternating areas each year. It costs \$40,000 a year to rent roadside real estate from farmers. If farmers promise not to take the signs down for a year, they get an average of \$6.50 per set of signs. In heavily populated New Jersey, the farmer's take may be \$20.

Signs are prepared in Minneapolis, sent from there to a warehouse in the center of an area to be worked, where they are picked up by drivers and helpers. Crews stay out 6 or 7 months, return to Minneapolis to stencil next year's signs.

Burma-Shave uses car cards on elevated and interurban cars in the Chicago area and on subway cars in New York City. Highway signs are not as effective in large cities as in the wide open country, the company reasons.

Odell wonders what readership has been lost since drivers, who once took a sane 40-mph pace, have begun to rocket along at 70. There's a limit, it seems, to spacing signs so they still make sense to the moderate-speed traffic. Admittedly, some drivers slow down to catch—

Burma-Shave
Was such a boon,
They passed the bride
And kissed the groom.



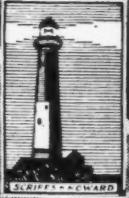
Cuyahoga County *Metropolitan* CLEVELAND

OHIO'S LARGEST MARKET



Ohio's Largest Daily

The Cleveland Press



Ward's Winter Catalog Is Sexless and Serious

Pretty models are out of the giant Montgomery Ward & Co. fall-winter mail order catalog. Readers will find lingerie instead of leg art, cowgirl outfits instead of cowgirls. Cheesecake has been slowly disappearing from Ward's pages since 1946, when the company decided, after all, it would be easier for readers to concentrate on merchandise illustrations if the gals were gone.

According to *The Wall Street Journal*, Board Chairman Sewell L. Avery is "one of the prime movers behind the new policy."

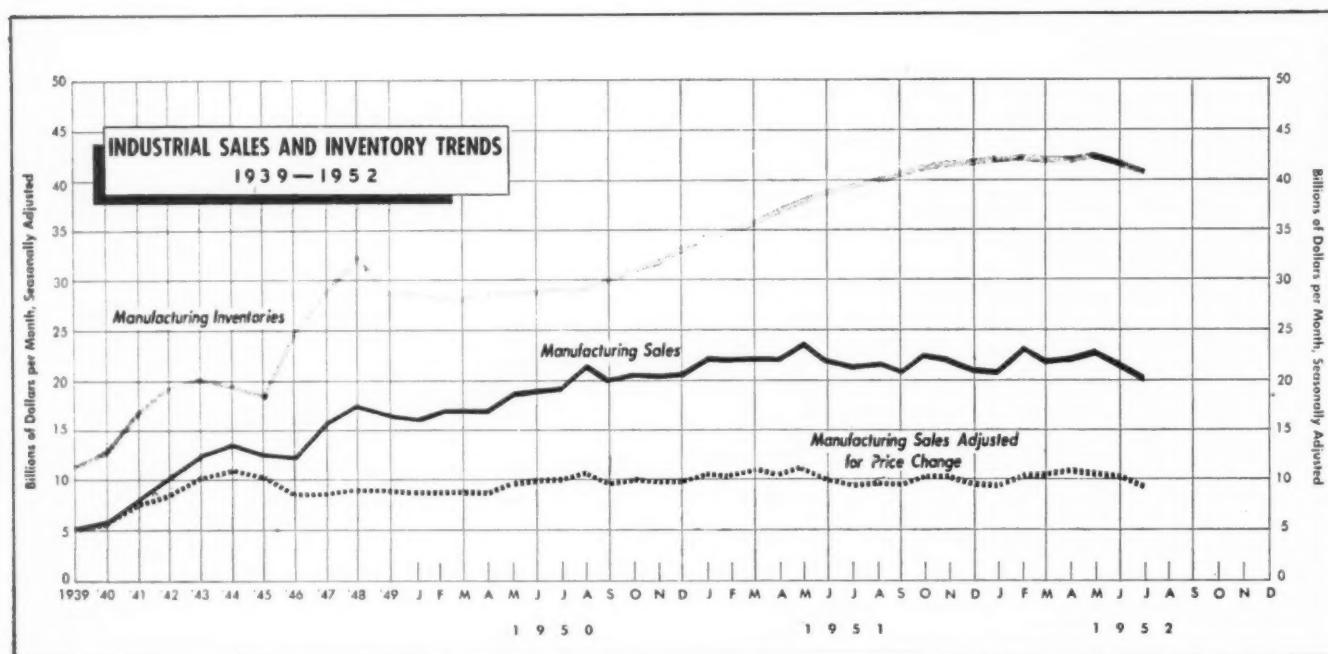
It's not that MW has become prissy, or wants to save modeling fees . . . model-less pages enable the art department to (1) use more color; (2) use bigger illustrations to accentuate quality, weave; (3) use more white space for attention value. Liberal use of color offsets what might have been saved in modeling costs. In the current book are 288 color pages; in 1946 there were only 46 color pages.

Models are shown on 11 pages in Ward's new issue. By contrast, Sears, Roebuck's '52 catalog (with 40% more pages than Ward's) carries 489 pages of modeled merchandise illustration, and 193 color pages.

The big question: Which catalog is more appealing, Ward's or Sears'? Which will sell more merchandise by mail?



LABELING NOTE: Youngsters more label conscious than parents? Collecting seals and labels from household items is the No. 1 hobby among younger set, says American Hobby Federation after a year's study of 8,414 children's hobby clubs. This young man has collected more than 8,000 seals and labels from manufacturers' packaging. Report doesn't indicate whether preference is for informative or decorative labeling, but says the die-cut label and embossed metallic foil are most popular.



The steel strike cut into manufacturers' sales heavily in July, bringing the total down to \$20.3 billion (seasonally adjusted), which in terms of 1939 wholesale prices for manufactured goods

would represent about \$9.4 billion, not quite double the 1939 level. With the steel strike settled, sales and inventories will of course rapidly climb back to pre-June levels.

Something has Happened in Oregon!

The Trend Continues to The Oregonian — Note these Media Records daily and Sunday figures for the first six months of 1952, compared to the same period, 1951.

TOTAL DISPLAY ADVERTISING

THE OREGONIAN	GAIN	417,164 lines
THE JOURNAL	LOSS	195,024 lines

RETAIL DISPLAY ADVERTISING

THE OREGONIAN	GAIN	539,816 lines
THE JOURNAL	GAIN	10,987 lines

GENERAL DISPLAY ADVERTISING

THE OREGONIAN	GAIN	1,237 lines
THE JOURNAL	LOSS	150,793 lines

RETAIL GROCERY ADVERTISING

THE OREGONIAN	GAIN	184,705 lines
THE JOURNAL	LOSS	1,696 lines

...and the Oregonian Leads in Linage
from 7 out of 8 Department Stores!

223,688 Daily
285,112 Sunday

Represented Nationally by Moloney, Regan & Schmitt, Inc.

the Oregonian
PORTLAND, OREGON

Largest Circulation in the Pacific Northwest

It's 2 to 1... your profits are in 40,000 fast-food places!

Quick eating means quicker profits . . . serving twice as many people at a counter (instead of half the number at tables). That's why many restaurants are adding fast service . . . and a raft of fine new quick service eating places are appearing in hotels, along highways, in drugstores—everywhere. They're serving everything from a sandwich to a full course meal—fast. And they're the fastest-growing slice of the restaurant business.

What the market needs. It takes new layout and operation techniques, modern equipment, tons of food and supplies . . . to keep 40,000 fast food eating places actively growing. **FOUNTAIN & FAST FOOD** has expanded its editorial coverage to help with planning, serving, merchandising, buying. It has expanded its circulation to cover the growing field. And its advertising pages, too, are expanding, as more makers of equipment and materials, suppliers of food and drinks, use **FOUNTAIN & FAST FOOD** to sell the most *aggressive merchants* in the restaurant market.

FOUNTAIN & FAST FOOD

The magazine serving counter and fountain restaurants

386 Fourth Avenue,
New York 16, N. Y.

1902—1952



50th Year of Publication

How Koret Takes the Gamble Out of Sales Forecasting

(Continued from page 26)

The sales department is beginning to bring in the facts. Merchandising, production, and others are adjusting their sights realistically—and at once. Immediate interaction of the various departments is valuable in another way. If sales enthusiastically point to a need for an upward revision of the plan on denims, merchandising will present the picture fabric-wise, indicating whether additional fabric will be quickly available.

The second important step at the Wednesday control meeting is to compare the movement of merchandise against the plan.

The company knows it has by now sold a certain amount of merchandise; it knows where and when the garments are due. In between the two comes manufacturing and shipping. It is determined whether there is sufficient merchandise in the factory and on the shipping floor to support the trend as it is developing. Further, has merchandising enough fabric coming in? Is production making a sufficient number of garments?

Answers to those questions are assisted by a "booking report." This big sheet shows sales for the previous week by salesmen, by style, and by the average number of units of each style sold by each salesman for the period of time it was in the line. Data for these reports come from the tabula-

ting cards, as mentioned above.

The significance of the booking reports is that Koret sells nationally (and internationally). Certain garments sell earlier, better in some parts of the country than others do. Spring is eager in Florida and Texas, for example, and (chambers of commerce to the contrary) it may be reluctant in Northern California. Therefore, the planning board looks to warm weather territories to get an advance inkling of what selling pattern is developing on the line, and the groups in the line, following the thermometer geographically from week to week to see if the trend follows the season. This may reveal that some other factor is at work, accelerating or holding back sales. It is also a good guide to promising materials.

The control board next takes account of what the requirements are to ship dollar-wise in order to be abreast with the plan. We started out with a three-million-dollar sales objective for the line. As net increases and decreases develop, we may see it ending closer to \$3,300,000. In that event, requirements for production and shipping must be increased to take care of the enlarged plan.

Also closely scrutinized during the meeting is the percentage of shipments to bookings. These are read off on an annual basis, using a sliding

year, each week's figures being based on the comparisons of a 52-week period.

Analysis of returns of merchandise by stores is very important. This does not mean that every little incident is examined. Again, it is a question of trends. The objective is to discover if any faults are developing anywhere in the organization, which are reflected in customer dissatisfaction. Returns are broken down into classifications. Tabulations show how many were for late delivery, errors in writing the order, defects in the garment, and so on. If there is an upward trend in any classification, or more than a normal number of instances of any, it indicates a need for inquiry in the field responsible for the weakness.

Having studied and taken action on these details, the planning group looks at a comparison of the position of the company as of the previous Friday with the same Friday a year ago. Major comparisons are: (1) number of garments sold during the week just past; (2) volume of garments being produced; (3) volume of sales canceled (by Koret or the customer). There may be 10 or 12 other points, but these are the crucial ones.

The control group meeting now looks at the established bookings for the next four to five weeks under the current sales plan and asks: Are we to expect the trend to be up or down, based on history and the facts at hand? The mistake is not made at this point of comparing, say, the first week of May, 1952, with the identical week of 1951. Conclusions drawn from such an arbitrary and mechanical comparison in this indus-

try would be inaccurate. What is done is to take a group of weeks in the year and average them out in comparison with a similar group for the previous (or another) year.

For example, an outstanding factor in making such a comparison is the location of Easter on the calendar, which must be planned for. Occurrence of fixed holidays that affect retail selling also is taken into account and allowance made in plotting production and delivery to give the retailer every advantage in merchandising.

Even weather conditions, if sustained in an abnormal direction in any sales territory, are considered by the control group and may call for adjustment.

At this point some crucial decisions must be made on immediate production so that our three points of timeliness, proper package, and economical production may be synchronized to add up to effective operation.

Facts Plus Judgment

The control group, nearing the most hazardous of its Wednesday morning responsibilities, once more studies—for each style in the line—the figures on the number of units sold and the number of units in production. If any style has been in the line long enough to be subject to re-orders, that figure is read. All these data come from the tabulator. It may be found that 300 of a given style have been sold, with a figure of 650 "overcut" (on hand in the factory or on inventory). Of the 300 sold, the data show that 180 represent reorders.

To decide whether the 650 units on hand are too many or just about right for another week, or if the trend indicates that production should be increased and to what extent, the control group stops and looks back. What seems to be the trend? Is the sales figure on an accelerating or a declining curve?

Let's say that data from the tabulator reveal that the style started with a production of 220 units. Twenty were sold the first week, leaving 200 "overcut." The second week 50 units were sold; the third week, 500. If the control group had decided during the first week that, at the rate of 20 sales a week, its supply of units on hand would last for 10 weeks, by the third week the company would have been far behind on shipments.

But all the facts, plus experience, (also factually on record, as we have seen) pointed in this instance to a rising demand. So, during the second week, the control group took the re-

Koret of California, Inc.			PUT IT IN WRITING.		
DAILY CALL REPORT			What DON'T your customers like? Fabrics . . . Styles		
Salesman _____	Date _____	Colors _____	Fit _____	Finish _____	What's new in your
Name of Account _____	territory?	What trends are presenting themselves?			territory?
City and State _____	PUT IT IN WRITING.				
New Acct? _____ Reactivated Acct? _____					
Buyer's Name _____					
Amount of Merchandise Sold \$ _____	Confirmed?				
If no Sale, state reason _____					
Was line shown to account?					
If at Market, where was Market?					
Promotion Material Sold:					
Type	Quantity	Promotion			
Statement Stuffers					
Fliers					
Comurias					
If no Sale, state reason _____					
Other Comments _____					

NEWS FROM THE BUYING FRONT: This simple salesmen's report form (front and back shown) is the medium that feeds fresh facts into the tabulating machines. When facts from all salesmen are collated and analyzed, management knows how to act.

sponsibility of increasing production to bring the "overcut" figure up to 1,000. The third week's sales of 500 thus left 650 units "overcut." It is early in the season and experience measured against present trends fed in from the tabulator indicates a still rising curve; therefore, in the fourth week the control group estimates that production should be increased to bring the "overcut" to 1,500 units.

The decision what to cut is, of course, a basic decision of the sales department. An offsetting factor against this judgment of what is required to fill the demand, would be information from the merchandising department that the fabric (or color) was not immediately available; or from the production department that for some reason the increased amounts could not be made. Such checks are guarded against by the same careful control that goes into the factors affecting sales and delivery.

One final decision is made during the Wednesday meeting. Should any garment be added to or taken out of the line? If facts indicate that one should be added (or another dropped), should this be done now or the reasons for the decision recorded and kept in mind for next year when similar garments will be under consideration?

By this time it should be evident why Koret of California is able to bring order and stability into what is generally considered an unavoidable boom-or-bust business. The company

has intelligently adjusted its business to mass production technical demands while meeting the equally stern demands of a seasonal market. Here's the pay-off:

1. We know that Koret's system of control has achieved what once would have been considered impossible—a ratio of deliveries to orders of 93%. "We are really proud of that," says Mr. Moncharch.

2. The company opens its lines on a standard announcement of approximately six weeks to complete deliveries on initial orders. By the time any one of these groups has hit its normal reorder season, 90% of the deliveries are on a two- to four-week delivery time schedule, from the date of writing the order to the date the garments are shipped.

3. Return percentage is very low in comparison with the industry average.

4. Reorder percentage runs about 70-75% (of the total sold by a customer), meaning fast delivery for the bulk of the volume sold.

5. Since setting up the close control described, Mr. Moncharch confides with understandable pride: "We have never been off on our adjusted planning by more than 1%. This means that it is possible to cope with all contingencies within 99% of the calculated objective."



AT SEA about how to meet today's secretarial shortage?

You won't be after a revealing "Production-plus" test*
on the new Remington *Electri-economy*

Yes, it's done every day with the new Remington Electri-economy — the superb electric typewriter that's creating oceans of praise in business circles because it is so successfully and squarely meeting today's shortage of experienced secretaries and typists.

And no wonder! Its speed is increasing typing production anywhere from 10 to 50% . . . its amazing ease of operation is lightening typing loads for secretaries . . . its distinctive, uniform typescript is creating a new beauty and readability in correspondence and reports.

Remington Rand, Room 2328 315 Fourth Ave., N. Y. 10, N. Y.

I would like a free Electri-economy test.
 I would like a free copy of "Take A Letter" (RE 8499).

Name _____

Company _____

Address _____

City _____ Zone _____ State _____



*Mail coupon for FREE Electri-economy test right in your own office or for FREE color brochure "Take A Letter."



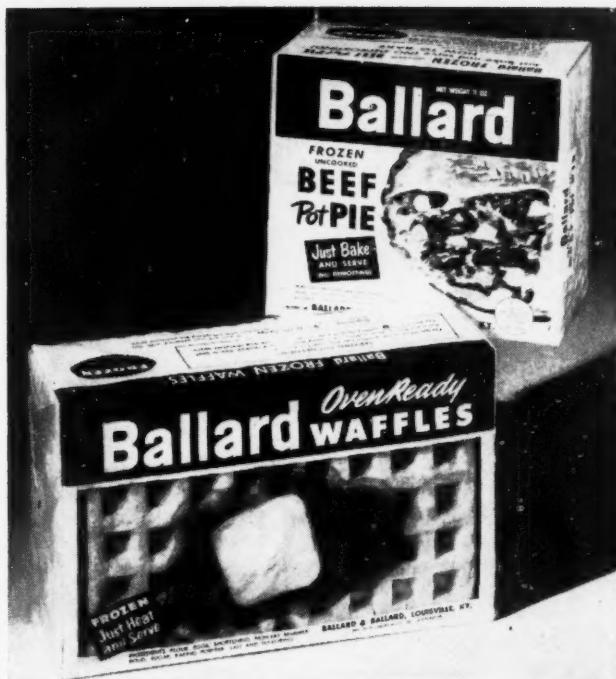
Remington Rand

THE FIRST NAME IN TYPEWRITERS

SALES MANAGEMENT



SMUDGE-FREE: Pouch for Eisendrath Glove Company's "Sandra" glove shows textile packaging trend. Polyethylene bag goes beyond need to bring fresh, clean fabrics to consumer . . . It provides dust-free storage for lifetime of product. Design of transparent bag conveys fashion theme. Made by Milprint, Inc., Milwaukee.



BUY-INVITING: Frozen waffles are wrapped in 6-color cellophane to give illusion of melted butter over waffles. Beef pot pie package in background shows pie's insides. Both easy to identify in frozen food cabinet. Products by Ballard & Ballard, Louisville, Ky. Packages manufactured by Shellmar Products Corp., Mount Vernon, O.

Packaging to Sell

SCOTCH PLAID EXTRA: Kids get more than just a latex doll. Little girl is packed in folding carton designed to make additional toy—a special traveling suitcase. Carton folds into square shipping box, is printed in 3 colors. Doll made by Sayco Doll Corp., Brooklyn, N. Y., package designed and made by Eastern States Cartons Division, Robert Gair Co. Inc., New York.



SHOWBAG: No ordinary dirt, this, and no ordinary bag. It's Wayside Florist potting soil, G. F. Deutschmann Co., Kirkwood, Mo. Package is easy to carry home, and printing suggests planting ideas. Polyethylene bag by Central States Paper and Bag Co., St. Louis.



EXEC'S NOW USE MORE DIRECTORIES OF COMING EVENTS

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COSTS JUST \$5 A YEAR

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NEW YORK—*Sales Meetings'* Directory of Conventions and Trade Shows is now reaching more desks of top-level management than ever before.

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Sales managers are making greatest use of the directory by planning their campaigns to take advantage of their industries' meetings and shows. The directory also helps them avoid conflict with these events in planning company meetings.

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To receive *Sales Meetings'* Directory of Conventions and Trade Shows write to: Subscription Dept., Sales Meetings, 110 The Essex, Philadelphia 7, Pa.



"We are not soliciting the burglar trade . . . but!"

An Amusing Testimonial

It's not a gag, and it's not likely to happen again, but this sales chief quickly exploited it in a letter to his salesmen.

This is what Mr. Stein wrote to his sales force:

Blue Grass Tools have always been designed and made and intended to please the finest mechanic and, of course, to satisfactorily serve the home owner, the handy man, the farmer and others.

We didn't know that burglars choose Blue Grass Tools, but Dan Dahl, who travels for us in central Ohio, proves the case by the following letter:

"Just thought you might be interested to know that Blue Grass Tools are recognized by every 'trade' in the area I travel.

"Several weeks ago one of our customers took inventory of his tools on a Friday afternoon. That night his store was broken into.

"The burglars went to the tool section, picked out two sets of BG

tools, proceeded to attempt to crack the safe with one set. Upon leaving, they took the other set with them.

"The one thing that made me know that they knew quality was the fact that another check of the inventory showed they took *only* Blue Grass Tools."

Of course, those burglars didn't pay anything for those tools so they had a free choice of whatever was there; and when they chose one set of Blue Grass tools to do the work and then took another set home with them, they did, in my opinion, a perfect job of selection.

We do not recommend that our salesmen solicit the burglar trade, but that they sell Blue Grass Tools to all merchants who want to buy the best in quality, salability, consumer satisfaction and profits.

LUTHER R. STEIN
Vice-President &
General Sales Director
Belknap Hardware &
Manufacturing Co.
Louisville, Ky.

ASSISTANT SALES TRAINING DIRECTOR

Wanted by leading national brewery now expanding sales activity. Should be experienced in selecting and screening salesmen and have a background of classroom and field sales training in beverages, foods or similar lines.

This is a permanent position, substantial salary and unusual opportunity for personal progress.

Write confidential letter giving full details of experience, education, etc. Box 2887.

Sales Executive, presently employed, desires position with reputable manufacturer, preferably in Ohio. Twenty-one years experience as salesman, sales manager and general sales manager with manufacturer having world wide distribution. Would be interested in organizing or managing a distributorship for a manufacturer in Central Ohio. Age 39. Box 2878.

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I'LL TRADE my 18 yrs. of experience in the adv. and sales prom. field for a solid future that depends on my productivity! Broad merchandising-marketing knowledge in hard and soft lines. Excellent record jobber relations, sales training, creative planning. 4A agency background, age 39, former art director, good organizer, excellent REorganizer. Box 2888, Sales Management.			

The Scratch Pad

BY T. HARRY THOMPSON

Achoo! Oh, don't be afraid. It isn't anything you can catch. Just hayfever, arriving today on schedule.

When the *United States* clipped some 10 hours from the *Queen Mary's* record for the run between Ambrose Light and Bishop's Rock, the English cheered as though they had won instead of lost. Such good sportsmanship in a sleazy world is refreshing. Good losers are all too uncommon in the cosmic scene.

Herb Dickson, former sm of Conlon Bakeries, Charleston, W. Va., says it's a losing streak for the bread-winner when he begins to loaf. He's the bird who says: "The hardest thing to give is . . . in!"

Add safety-slogans (contributed): "The hand that lifts the cup that cheers should not be used to shift the gears."

Seven sailors and a lady, shipwrecked on a desert-island, were rescued after five long years.

One of the sailors, upon his return home, was relating his experiences to a very straight-laced old aunt. After much hemming and hawing, the old girl asked:

"And, my boy, was the lady chaste?"

"From one end of the island to the other," replied her nephew.

—*The Herdsman.*

STAMPING-GROUND: Where a philatelist does his stuff.

Name for a mentholated shaving-cream: "Chin-Chiller."

What ever became of those "floating islands" we were going to build and anchor in mid-ocean? Each was to have a hotel, and a landing-strip for aircraft.

Curtis Research quotes *American Builder* as saying that "40-million Americans need bath and shower facilities." No wonder chlorophyll sales are rocketing.

Incidentally, I found a use for chlorophyll toothpaste not mentioned on the tube: Patching the plaster on a green-tinted wall.

Remember when you were sure Lifebuoy Soap would kill germs because it smelled like a hospital?

"Paid" is a wonderful word," says Philadelphia's Land Title Bank. So is "pay-day."

Memory Lane: The original *Life* magazine used to run picture-contests. General theme: "This picture has no title. *Life* will pay \$500 for the best title submitted." Once, the picture was of a father and mother reading a telegram, and *Life* asked: "What did the telegram say?"

The story is probably apocryphal, but it was reported at the time that the cleverest answer was not considered printable in a general magazine. Our more adult and sophisticated audience might get a grin out of the alleged entry: "Have married your daughter and am going to Tampa with her tonight."

I have long admired the British for picking up food with a fork held in the *left* hand, instead of doing a backfield-shift in order to transfer it to the *right* hand. It can be done, too, with a little practice.

Why hasn't some modern car called it a "picture-windshield"?

Copywriters At Work Dep't: When the price is so far out of line you're afraid it will scare prospects, say "Priced amazingly low" or "You'll be pleasantly surprised" or "Just pennies per day," which can mean anything.

In its "Thoughts while slaving" mailer, Olmsted & Foley, Minneapolis agency, says: "Taxes, regulations, corruption in high places, threats of war . . . how can any American complacently ignore the mess we're in and fail to vote in November?"

One of the best retail salesmen I know of is the weather.

By logical deduction, Morey Amsterdam says grass contains chlorophyll and goats eat grass and what smells worse than a goat?

Don't stick your neck out. It might be a guillotine.

On a Red Skelton show, a girl told her father she was going to marry this young man in the wildest-looking casual coat you ever saw. "What does he do for a living?" asked Pop. "Trick or treat?"

Gray & Rogers tells you to pick an agency by tossing a coin: Heads, it's Gray. Tails, it's Rogers.

"It is one of the most beautiful compensations of life, that no man can sincerely try to help another without helping himself." — J. Pearson Webster.

Why don't I ever get an apartment next to Iturbi or Artur Rubinstein? I invariably draw some moppet who can't stretch an octave, committing mayhem on scales and arpeggios.

Nudist-colonies are not for *gymnophobes*, if I read the definition of the word correctly.

Serious query: Can a manufacturer make a profit on a "One-cent sale"?

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